

Institute of Engineering & Management



Detailed Syllabus & Course Structure

[Session: 2019-22]

Department of BBA

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Preamble

The Bachelor of Business Administration (BBA) is a three year degree Program. These courses are spread over six semesters. The students are also holistically taught and trained through the concept of Integrated Learning Programme, involving class room sessions, Group Discussions, Mock tests, Interviews designed and executed by Academicians and Industry experts. Domain knowledge and soft skills are rigorously included in the learning sessions comprises of courses related to Economics, Entrepreneurship, Communication, Statistics, Psychology, Operation research, Law as general subjects to learn. Apart from learning these subjects in first 2 years (4 semesters), students shall learn the specialization subjects with respect to Marketing, Human Resource, Finance in final year (5th and 6th semester). An aspirant can acquire knowledge in connection with business issues and can equip themselves to solve business problems. The course can also prepare them better for efficient and effective decisions. The course is aimed to create better leader for future.

Program Objectives

Broader objective of Bachelor of Business Administration Programme are

1. Students will be able to assess the role and value of several functional areas of an organization for enhancing efficiency.
2. Students will be able to connect different concepts of marketing, human resource, finance & other domains in business which will help them to identification & implementation of any challenges in business.
3. Students will be able to handle different tools of decision making and problem solving methods in the context of commercial organization.
4. Students will be able to enhance their soft skills and communication skills to face the challenges in the VUCA world.
5. Students will be able to understand the concept of coordination and cooperation to build an effective team which will help to assimilate the essence of team dynamics.
6. Students will gain in-depth knowledge about changing business environment across different industries by integrating the inter-disciplinary functions.
7. Students will be industry ready by using different techniques of problem solving approach of various organizational situations.
8. Students will be able to accept the business challenges ethically and will follow the best path that will serve to a greater interest of the business and the society.

Program Outcomes

Name of the Program Outcome	Program Outcome	Competencies	Performance Indicator
PO1: Assessment of Choices	Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	1.1. Demonstrate competencies in Business Construction Model & Decision- Making Model	1.1.1. Ability to take up analytical approach for problem solving,
			1.1.2. Ability to take into consideration minute details and factors that influences a business.
		1.2. Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
PO2: Identification of the Nature of a Problem Area	Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1. Ability to contribute towards problem solving methods.
			2.1.2. Understanding a problem or issues belong to which of the specialized areas- Finance, HR or marketing.
		2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.2.1. To be able to identify the different factors that influence the business.
PO3: Decision Making Skills	Students will develop decision making skills with the help of analytical and	3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1. Capability of implementation of a decision after proper assessment.

	critical thinking ability.		3.1.2. Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
		3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO4: Communication Skills	Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	4.1. To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication,
			4.1.2. To be able to select proper language and words when making written communication.
		4.2. To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.2.1. Ability to present oneself groomed properly and uses formal gestures with appropriate body language.
PO5: Team Work	Students will develop the capability of functioning efficiently within the teams.	5.1. To understand Group Formation and Group Cohesiveness	5.1.1. Ability to understand the objective of the group and deciding a common goal.
		5.2. To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.2.1. The ability to apply the behavioral science when functioning within the group.
PO6: Integration of Functions	Students will be able to integrate functional areas of management for planning,	6.1. Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills,

	implementation and control of business decisions.		6.1.2. Using rational approach towards an issue.
		6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers and
			6.2.2. Study in the changes in political & technological environment.
PO7: Deployable Skill set	Students will develop deployable skills parallel to the chosen functional/ specialized area.	7.1. Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1. Acknowledgement of the existence of a problem.
			7.1.2. Deciding the overall nature of the problem and its minor details.
		7.2. Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.
PO8: Moral Sensitivity	Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	8.1. To Demonstrate the ability to identify that there is a moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence.
		8.2. Demonstration of the ability to solve the moral dilemma.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society.

INSTITUTE OF ENGINEERING & MANAGEMENT**BBA (H) COURSE STRUCTURE**

Session 2019-22								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour / week				Credits
1 st	1 st			L	T	P	TOTAL	
		BBA(N) 101	English	3	1	0	4	4
		BBA(N) 102	Basics of Mathematics	3	1	0	4	4
		BBA(N) 103	Fundamentals of Statistics	3	1	0	4	4
		BBA(N) 104	Economics (Micro)	3	1	0	4	4
		BBA(N) 105	Computer Applications	2	0	2	4	4
Total of theory								20
TOTAL SEMESTER								20

Session 2019-22

A. THEORY

Year	Semester	Paper Code	Paper	Contact hour/week				Credits
1 st	2 nd			L	T	P	TOTAL	
		BBA - 201	Business Communication	4	0	0	4	4
		BBA - 202	Business Mathematics - II	3	1	0	4	4
		BBA - 203	Business Statistics - II	3	1	0	4	4
		BBA - 204	Macro Economics	4	0	0	4	4
		BBA - 205	Organisational Behaviour	4	0	0	4	4
Total of Theory								20
B. SESSIONAL								
		BBA - 211	Essential Studies for Professionals -II	2	0	0	2	1
		BBA - 212	Business Analytics – II	1	0	1	2	1
Total Sessional								2
TOTAL SEMESTER								22

Session 2019-22								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2 nd	3 rd			L	T	P	TOTAL	
		BBA - 301	Principles of Management	4	0	0	4	4
		BBA - 302	Operations and Supply Chain Management	4	0	0	4	4
		BBA - 303	Business Laws	4	0	0	4	4
		BBA - 304	Financial Accounting and Tally	3	0	1	4	4
		BBA - 305	Business Environment	3	0	0	3	3
		BBA(GS)301	Essential Studies for Professionals – III	2	0	0	2	2
Total credit in theory papers								21
B. SESSIONAL								
		BBA(GS)381	Skill Development for Professionals-III	1	0	0	1	1
		BBA - 311	Project III	0	0	2	2	1
Total credit in sessional papers								2
C. MOOCs								
	MOOCs-I	MOOCs (BBA) - 321	Business Analytics– III	1	0	1	2	2
	MOOCs-II	MOOCs (BBA) - 322	Artificial Intelligence - I	2	0	0	2	2
Total credit in MOOCs								4
Total Credit in 3 rd Semester								27

Session 2019-22								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
2 nd	4 th			L	T	P	TOTAL	
		BBA - 401	Strategic Management	3	0	1	4	4
		BBA - 402	Marketing Management	3	0	1	4	4
		BBA - 403	Human Resource Management	3	0	1	4	4
		BBA - 404	Cost Accounting	3	0	1	4	4
		BBA - 405	Management Information Systems	2	0	1	3	3
		BBA(GS) 401	Essential Studies for Professionals - IV	2	0	0	2	2
Total credit in theory papers								21
B. SESSIONAL								
		BBA(GS) 481	Skill Development for Professionals-IV	1	0	0	1	1
		BBA - 411	Project IV	0	0	2	2	1
Total credit in sessional papers								2
C. MOOCs								
	MOOCs 3	MOOCs (BBA) - 421	Business Analytics– IV	1	0	1	2	2
	MOOCs 4	MOOCs (BBA) - 422	Artificial Intelligence- II	2	0	0	2	2
Total credit in MOOCs								4
TOTAL CREDIT in 4 th SEMESTER								27

Session 2019-22								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
3 rd	5 th			L	T	P	TOTAL	
		BBA - 501	Entrepreneurship Development & Corporate Social Responsibility	4	0	0	4	4
		BBA - 502	Public Systems Management	3	0	0	3	3
		BBA(GS) 501	Essential Studies for Professionals - V	2	0	0	2	2
Elective I (Marketing Specialization)								
		BBA(MM) - 503	Consumer Behaviour	4	0	0	4	4
		BBA(MM) - 504	Sales & Distribution Management	4	0	0	4	4
		BBA(MM) - 505	Brand & Retail Management	4	0	0	4	4
Elective II (HR Specialization)								
		BBA(HR) - 503	Human Resources Planning	4	0	0	4	4
		BBA(HR) - 504	Human Resource Development	4	0	0	4	4
		BBA(HR) - 505	Employment Compensation & Administration	4	0	0	4	4
Elective III (Finance Specialization)								
		BBA(FM) - 503	Direct Taxation	4	0	0	4	4
		BBA(FM) - 504	Financial Management	4	0	0	4	4
		BBA(FM) - 505	Financial Institutions and Markets	4	0	0	4	4
Total of Theory								21
B. SESSIONAL								
		BBA(GS) 581	Skill Development for Professionals - V	1	0	0	1	1
		BBA - 512	Project V	1	0	1	2	1
Total credit in sessional papers								2
C. MOOCs								
	MOOCs 9	MOOCs (BBA) - 521	Business Analytics – V	2	0	0	2	2
	MOOCs 10	MOOCs (BBA) - 522	Artificial Intelligence- III	0	0	2	2	2
Total credit in MOOCs								4
TOTAL CREDIT in 5 th SEMESTER								27

Session 2019-22								
A. THEORY								
Year	Semester	Paper Code	Paper	Contact hour/week				Credits
3 rd	6 th			L	T	P	TOTAL	
		BBA601	Business Research Methods	3	0	0	3	3
		BBA(GS)601	Essential Studies for Professionals - VI	2	0	0	2	2
		BBA681	Thesis Paper & Grand Viva	0	0	0	0	4
Elective I (Marketing Specialization)								
		BBA(MM)602	Advertising & Sales Promotion	4	0	0	4	4
		BBA(MM)603	Services Marketing	4	0	0	4	4
		BBA(MM)604	Rural Marketing & Digital Innovation	4	0	0	4	4
Elective II (HR Specialization)								
		BBA(HR)602	Organizational Development	4	0	0	4	4
		BBA(HR)603	Industrial Relations	4	0	0	4	4
		BBA(HR)604	HRM Practices & Labour Laws	3	0	1	4	4
Elective III (Finance Specialization)								
		BBA(FM)602	Indirect Taxation & Tax Planning	4	0	0	4	4
		BBA(FM)603	Management Accounting	4	0	0	4	4
		BBA(FM)604	Auditing and Assurance	4	0	0	4	4
Total of Theory								
B. SESSIONAL								
		BBA(GS) 681	Skill Development for Professionals - VI	1	0	0	1	1
Total credit in Sessional papers								1
C. MOOCs								
	MOOCs 11	MOOCs (BBA)621	MOOCs-VII	1	0	1	2	2
	MOOCs 12	MOOCs (BBA)622	MOOCs-VIII	2	0	0	2	1
Total credit in MOOCs								3
TOTAL SEMESTER								25
TOTAL DEGREE COURSE								148

Institute of Engineering & Management
Detailed syllabus for Bachelor of Business Administration (BBA) Programme
Semester-I

Theory Papers

Semester- 1st

Paper- English [BBA(N)101]

Credit Points-3

Total Contact

Hours-30

Module I: Grammar and Vocabulary	(9L)
Grammatical & Structural Aspects: Kinds of Sentences and Clauses, The Function of Tenses, Voice, Preposition, Question Tags.	
Vocabulary: Idioms and Phrases, One Word Substitution	
Practical Grammar: Narration	
Module II: Reading	(6L)
Comprehension: Unseen passages	
Spotting Errors: Spotting Errors, Sentence Improvement, Usage of Correct Sentence	
Module III: Business Correspondence	(10L)
Letter Writing: Aspects of an affective Business letters, Orders and Payments, Complaints and Adjustments,	
Effective Email Writing: Features of email writing	
Module IV: Listening and Speaking	(5L)
Interactive Communication: Introducing Self, Greetings, Interview, group discussions	
Pronunciation: Speeches for different occasions	

Suggested Readings:

1. Objective General English by SP Bakshi; Arihant Publication
2. A. Ashley: A Handbook of Commercial Correspondence, OUP

References:

3. Wren & Martin High School English Grammar and Composition Book.
4. Lucent's General English.
5. J. C. Nesfield : Manual of English Grammar and Composition

Semester – 1st

Paper: Basics of Mathematics- [BBA(N) 102]

Credit Points– 4

Total credit hours – 40

Course Objective: The course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications, To provide a strong foundation of mathematics that would make application of managerial skills effective and efficient & to assist students in reaching a level of increased competence in Mathematics.

Module-I (Algebra) [24 L]

1. **The Number System** – Positive and Negative Integers, Fractions, Rational and Irrational Numbers, Real Numbers, Problems Involving the Concept of Real Numbers.
2. **Basic Algebra** – Algebraic Identities, Simple Factorizations; Equations: Linear and Quadratic (in Single Variable and Simultaneous Equations). Surds and Indices; Logarithms and Their Properties (Including Change of Base); Problems Based on Logarithms.
3. **Set Theory** – Introduction; Representation of Sets; Subsets and Supersets; Universal and Null Sets; Basic Operations on Sets; Laws of Set Algebra; Cardinal Number of a Set; Venn Diagrams; Application of Set Theory to the Solution of Problems.
4. **Functions** – Elementary idea of functions; Domain of a Function; Composition Functions; Classification of Functions: Polynomial, Rational, Exponential and Logarithmic Functions.
5. **Quadratic Functions and Theory of Quadratic Equations** – Solution of the Quadratic Equation $ax^2 + bx + c = 0, a \neq 0$; Nature of the Roots of a Quadratic Equation; Sum and Product of roots; Relation Between Roots; Condition for the Existence of a Common Root; Forming Quadratic Equation with given Roots.
6. **Simple Interest and Compound Interest** – Concept of Present Value and Amount of a Sum.
7. **Ratio, Proportion**
8. **Sequences and Series** – General Idea and Different Types of Sequences; Arithmetic and Geometric Progressions; Arithmetic and Geometric Means; Arithmetic and Geometric Series.
9. **Permutations and Combinations** – Fundamental Principle of Counting; Factorial Notation. Permutation: Permutation of n Different Things; of Things not all Different; Restricted Permutations; Circular Permutations.
10. **Binomial Theorem**- Binomial Theorem for a positive integral index; General term; Middle term; Properties of Binomial Coefficients; the greatest term in the Binomial expansion. Binomial theorem for any index.

Module-II (Basics of Calculus) [6L]

Limits: Notation and meaning of limits; Fundamental theorems on limits; Evaluation of limits of algebraic, exponential and logarithmic functions.

Continuity: Continuity of a function at a point $x = a$ and in an interval.

Differentiation: Meaning and geometrical interpretation of differentiation; Differentiation from first principles; Standard derivatives; Rules for calculating derivatives; Logarithmic differentiation; Derivatives of composite functions, implicit functions and functions defined parametrically.

Module-III (Operations Research I) [10L]

Introduction to OR,

Formulating Linear programming problems.

Graphical solution of L.P.P.

Game theory - Introduction to Game theory; The maximin and minimax criterion; Existence of saddle point; Games without saddle point; solution of 2X2 games using mixed strategies; Concept of dominance; General rule of dominance.

Suggested Readings:

1. BBA Mathematics Vol I – Pal & Das ,U.N.Dhur & Sons Pvt. LTD
2. BBA Mathematics Vol II – Pal & Das ,U.N.Dhur & Sons Pvt. LTD
3. Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata

Semester – 1st

Paper: Fundamentals of Statistics [BBA(N) 103]

Credit Points– 4

Total credit hours – 40

Course Objective: The course aims to enable the students to have a proper understanding of Statistical applications in Economics and Management & the use of statistical, graphical and algebraic techniques wherever relevant.

Module-I:

1. Introduction: Statistics as a Subject, Functions, Importance and Limitations of Statistics, Census and Sample Investigation, Descriptive and Inferential Statistics. [2L]
2. Collection, Editing and Presentation of Data: Primary Data and Secondary Data, Methods of Collection, Scrutiny of Data. Presentation of Data: Textual and Tabular Presentations, Construction of a Table and the Different Components of a Table, Diagrammatic Representation of Data: Line Diagrams, Bar Diagrams, Pie Charts and Divided-Bar Diagrams. [3L]
3. Frequency Distributions: Variables and Attributes, Frequency Distribution of An Attribute; Discrete and Continuous Variables, Frequency Distributions of Discrete and Continuous Variables, Diagrammatic Representation of a Frequency Distribution: Case of An Attribute, Case of a Discrete Variable: Column Diagram, Frequency Polygon and Step Diagram, Case of a Continuous Variable: Histogram and Ogive, Frequency Polygon. [5L]

Module-II

1. Measures of Central Tendency: Definition and Utility, Characteristics of Average, Different Measures of Average: Arithmetic Mean, Median, Mode, Partitional Values: Quartile, Percentile and Deciles. Geometric and Harmonic Mean. Choice of a Suitable Measure of Central Tendency. [7L]
2. Measures of Dispersion: Meaning and Objective of Dispersion, Characteristics of a Good

Measure of dispersion, Different measures of dispersion – Range, Quartile deviation, Mean deviation, Mean Absolute Deviation, Standard Deviation; Comparison of the Different Measures of Dispersion. Measures of Relative Dispersion: Coefficient of Variation. [7L]

3. Moments, Skewness and Kurtosis: Moments: Different Ways to Calculate Moments.

Skewness: Measures of Skewness, Kurtosis and its Measures. [3L]

Module-III

1. Correlation Analysis: Analysis of Bivariate data. Correlation Analysis – Meaning of Correlation: Scatter Diagram, Karl Pearson's Coefficient of Linear Correlation, Calculation of the Correlation Coefficient from Grouped Data, Properties of the Correlation Coefficient Advantages and Limitations of the Correlation Coefficient, Idea of Rank Correlation; Spearman's Rank Correlation Coefficient(without tie) [6L]

2. Regression Analysis – Two Lines of Regression: Some Important Results Relating to Regression Lines, Calculation of Regression Coefficients, Relation Between Regression Coefficient and Correlation Coefficient, Identification Problem. [4L]

Module-IV

1. Analysis of Time Series: Objective of time series analysis; Causes of variations in time series data, Components of a time series, Additive Models, Multiplicative Models, Moving averages method and method of least squares; Measurement of secular trend. [3L]

Suggested Readings:

1. A.M Goon, M.K Gupta & B, Dasgupta : Basic Statistics : World Press
2. Managerial Statistics – S. Roychowdhury & D.Bhattacharya : U.N.Dhur & Sons Pvt. Ltd.
3. G. C. Beri – Business Statistics, Second Edition: Tata McGraw- Hill
4. Statistical Methods – N.G.Das : Tata MacGraw-Hill

Semester – 1st

Paper: Economics (Micro) [BBA(N) 104]

Credit Points– 4

Total credit hours - 40

Course Objective: To enable the students to understand fundamental concepts, terms and terminologies involved in micro economics. Through the incorporation of caselets/case studies, familiarize the students with real micro-economic scenarios, like relation between the elasticity of demand for goods and services and the price regulation capacity and different types of market.

Module-1 (Introduction) [4 L]

Basic problems of an economy. Working of price mechanism and Resource allocation

Module-2 (Theory of demand and its elasticity) [6 L]

Demand function, Law of demand, Slope of the demand curve, Concept and measurement of elasticity of demand, Price, income and cross elasticity, Average revenue, marginal revenue, and elasticity of demand, Determinants of elasticity of elasticity and numerical. Indifference

curve analysis:

Module-3 (Production Function) [6 L]

Concepts and definitions, Law of variable proportions, Iso-quants and its features, Economic regions and optimum factor combination; Expansion path; Returns of scale; Internal and external economies.

Module-4 (Theory of Costs) [4L]

Short-run and long-run cost curves, traditional and modern approaches

Module-5 (Market Structures: Perfect competition) [6L]

Perfect Competition: Profit maximization and equilibrium of firm and industry, Short-run and long run supply curves; Price and output determination. Practical applications

Module-6 (Market Structures: Imperfect competition) [14L]

Monopoly: Determination of Price under monopoly; Equilibrium of a firm, Comparison between perfect competition and monopoly; Price discrimination. Practical applications. Monopolistic Competition : Meaning and characteristics; Price and output determination under monopolistic competition, Product differentiations; Selling costs; Comparison with perfect competition Oligopoly : Characteristics, indeterminate pricing and output; Classical models of oligopoly; Price leadership; Collusive oligopoly; Kinked demand curve

Suggested Readings:

1. Advanced Economic Theory: Microeconomic Analysis by Dr H. L. Ahuja, S. Chand Publication
2. M. L. Jhingan (7th Edn): Microeconomic Theory
3. N.G. Mankiw : Principles of Microeconomics, Cengage
4. A. Koutsoyianni : Modern Micro-Economics, Macmillan

Semester – 1st

Paper: Computer Applications [BBA(N) 105]

Credit Points– 4

Total credit hours - 40

Module 1: Computer Concepts (8L)

Computer and Its Characteristics, Basic Block Diagram of Computer System, First Generation, Second Generation, Third Generation, Fourth Generation, Fifth Generation, Modern Taxonomy of Computers, Mini Computer, Micro Computer, Mainframe Computer, SuperComputer, Laptop, Keyboard, Mouse, Light Pen, Barcode Readers, Scanners, MICR, OCR, Voice Recognition and Handwriting Recognition Systems, Visual Display Terminals, Printers, Plotters, Primary Storage – RAM, ROM, EEPROM, PROM, EPROM, Secondary Storage – Direct Access Devices, Serial Access Devices: Hard Disks, CD-ROM, DVD, Cache Memory, Virtual Memory(Definition Only), Control Module, Arithmetic and Logic Module, Decoders, Registers, Machine Instructions, Stored Program Concept, Program Execution: Fetch-Decode-Execute Cycle, Arithmetic, Logical and Shift Operations.

Module 2: Data Representation(5L)

Number Systems-Binary, Octal, Hexadecimal, Conversion of Binary to decimal, Binary to Octal,

Binary to Hexadecimal & Vice-Versa.

Module 3: Computer Software:(6L)

Meaning of Software, Broad Classification of Software, System Software, Application Software, Utilities.

Operating Systems: Basic Idea of An OS (DOS, Windows, Unix, Linux), Functions of OS, OS As a Resource Manager – Memory Management, Input /Output Management, Secondary Storage Management, Program Management, Network Management, Application Packages.

Module 4: Word Processing Software:(6L)

Microsoft Word 2007: The different functionalities in the Microsoft Word Software 2007, Creation of a New Document, Editing an Existing Document, Saving and Printing a File, Use of the Different Ribbon Tab and Tools, Handling Tables in MS Word 2007, Mail Merge, Macro.

Module 5: Spreadsheet Software : Microsoft Excel 2007:(10L)

Creating a New Spreadsheet Document, Editing an Existing Document, Saving Spreadsheet in Different Formats, Validation of data in Fields, Different Tools Available in MS Excel 2007 Ribbon Tabs, Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Min Media Mode, Reference Operators, Functions: Typing a Function, Creating a Column Chart: Changing the Size and Position of a Chart Saving a File in Microsoft Excel, Closing a Microsoft Excel Worksheet, Formatting Excel Worksheet for printing.

Module 6: Presentation Software: Microsoft PowerPoint 2007:(5L)

The Different Functionalities of Microsoft PowerPoint 2007, Creating a PowerPoint Presentation, Creating and Inserting a New Slide, Creating a Title Slide; Applying a Design Template. Creating a Hierarchy, Using a Two-Column Text, Slide Sorter View, Running the Slide Show, Printing the Slides, Slide Transition and Custom Animation.

Semester-II

Course code		BBA-201				
Course title		Business Communication				
Scheme and Credits	L	T	P	S	Credits	Semester-II
	4				4	Total Contact Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
Module I: Vocabulary (5L)	Vocabulary Building: Paronyms and Homonyms Synonyms and Antonyms, Foreign Words and Expressions, Punctuation, Spelling Rules.	Text book-Objective General English by SP Bakshi Arihant Publications, Part – B Verbal ability (Contents- Chapter No. 4 & 5), Part- D Practical grammar (Contents- Chapter No.- 4 & 5)
Module II: Business Communication (15L)	Communication: Role of Communication, Defining Communication, Classification of Communication, Purpose of Communication, Process of Communication, Elements of Communication, Major Difficulties of Communication, Common problems in Two- way communication, Barriers to Communication, Conditions for Successful Communication, Characteristics of Successful Communication, Universal Elements in Communication	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part 1: THEORY OF COMMUNICATION : Chapters' names- Nature and Process Communication(Chapter No-of 2), Organizational Communication (Chapter No.- 3)
	Organizational Communication- Importance of Communication in Management, Some important Functions of Managing, Managing and Communicating, Need for Communication in management, Corporate Communication, The Manager, Human needs, Communications structure for Managers.	
Module III: Verbal Communication (10L)	CVs, Group Discussions and Personal Interviews- Some Guidelines to help You Prepare a Good CV, Drafting an Application Letter, Interviews, Job Interview, Focus of Job Interviews, Analysis and Interpretation of Your Response	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturvedi PEARSON, Part 3:APPLICATIONS, Chapters' names- CVs, Group Discussions and Personal Interviews

Module IV: Written Forms of Communication (10L)	Business Letters and memos- Writing a Persuasive' Letter, Writing Memos	Text book- Business Communication: Concepts, Cases & Applications by PD Chaturvedi Mukesh Chaturve di PEARSON, Part 2: FORM OF COMMUNICATION, Chapters' names- Business Letters and Memos, Report Writing. Part 3:
	Report Writing- Purpose of a Report: Objectives of a report: Writing reports : Basic and Subsidiary Parts of Report, Writing Elements of a long and formal report	APPLICATIONS: Chapter No. 11 Chapter's Name- Summer Project Report
	Summer Project Report- Guidelines for Writing Summer Project Report: Summer project Proposal: Summer Project Presentation	

Course Outcomes:

Essential Business Skills primary aim is to provide students with the skills and knowledge of communication in the business environment. There is a strong focus on the understanding the theory of communication in the business context and its application to effective business writing at a high level, persuasive and appropriate verbal and non-verbal communication, and interpersonal skills across teams and cultures.

Course code		[BBA 202]				
Course title		BUSINESS MATHEMATICS- II				
Scheme and Credits	L	T	P	S	Credits	Semester-II
	4				4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
Module – I (Advanced Algebra) [8L]	1.Determinants: Definition of Determinant; Properties of determinant; Minor of an element; Co-factor of an element; Cramer's Rule for solution of linear equations; symmetric and skew-symmetric determinant.	[Textbook: BBA Mathematics Vol II(OLD) –Pal &Das ,U.N.Dhur& Sons Pvt. LTD -Chapter 1.1, Content 1.1.1-1.1.6]
	2.Matrices: Definition; Equality of two matrices; Different types of matrices; Row and column vector of a matrix; matrix algebra; Laws of algebraic operations on Matrices; Transpose Of a matrix; Symmetric and skew symmetric matrices; singular and non-singular matrices; Adjoint matrix; Inverse of a matrix; Elementary row and column operation on a matrix; Row and column equivalent matrix; Rank of a matrix; Independent and dependent vectors.	[Textbook:BBA Mathematics Vol II(OLD) – Pal &Das ,U.N.Dhur& Sons Pvt. LTD-Chapter 1.2, Content – 1.2.1-1.2.16]
Module – II (Coordinate Geometry) [8L]	Fundamentals – Rectangular Cartesian Coordinates; Polar Coordinates; Distance Formula; Section formula (Internal and External Sections); Expressions for the Centroid and Incentre of a Triangle; Area of a Triangle in Terms of the Three Vertices.	[Textbook: BBA Mathematics Vol I – Pal &Das ,U.N.Dhur& Sons Pvt. LTD- Chapter 2.1]
	Locus – Definition, Concept of St. Line, Equation to the locus; Method of obtaining the equation to the locus.	[Textbook: BBA Mathematics Vol I – Pal &Das ,U.N.Dhur& Sons Pvt. LTD- Chapter 2.2]
	Straight Lines – Definition; Gradient of a straight line; Different forms of the equation of a straight line; Distance of a point from a line; Condition of concurrence of three given straight lines. Angle between two given straight lines: Condition of parallelism and perpendicularity of two straight lines. Equations of straight lines parallel or perpendicular to a given straight line. Identical	[Textbook:BBA Mathematics Vol I – Pal &Das ,U.N.Dhur& Sons Pvt. LTD-Chapter 2.2]

	straight lines. Position of a point with respect to a given straight line.	
Module – III (Advanced Calculus) [12L]	Successive differentiation: Introduction	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.4, Content – 3.4.1]
	Optimization of Functions: Introduction; Definition of Maximum and Minimum; Formula for finding max/min value of a function;	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.5, Content – 3.5.1-3.5.3]
	Tangent and Normal: Geometrical interpretation of derivative; Equation of tangent and normal	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.6, Content – 3.6.1-3.6.3]
	Increasing and decreasing function: Introduction; Definition of increasing and decreasing function; Theorems.	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.8, Content – 3.8.1-3.8.3]
	Partial derivatives: Introduction; Partial derivative.	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.9, Content – 3.9.1-3.9.2]
	Homogeneous Functions and Euler's theorem: Homogeneous Functions; Euler's theorem	Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 3.10, Content – 3.10.1-3.10.2]
	Integral Calculus and its application: Integration: Fundamental integrals; Method of Substitution; Integration By-parts; Method of partial fraction. Definite Integral; Area under plane curve.	[Textbook: BBA Mathematics Vol II (2 nd Edition) – Pal & Das, U.N.Dhur & Sons Pvt. LTD - Chapter 4, Content – 4.1.1-4.1.3, 4.2.1-4.2.2, 4.3.1-4.3.2, 4.4.1, 4.5.1-4.5.5, 4.6.1]
Module – IV (Operations research II) [12L]	Transportation problems: Introduction; A set of basic feasible solution; Initial Basic feasible solution; Optimality test for basic feasible solution; Computational	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library]

	procedure.	Kolkata – Chapter 8]
	Assignment Problem: Assignment Problems; Mathematical Formulation of the problem; Solution of the assignment problem; Computational procedure; Travelling Salesman Problem.	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata – Chapter 8]
	Game Theory – Introduction to Game theory; The maximin and minimax criterion; Existence of saddle point; Games without saddle point; solution of 2X2 games using mixed strategies; Concept of dominance; General rule of dominance.	[Textbook: Linear Programming & Game Theory – Chakraborty & Ghosh, Moulik Library Kolkata]

Course Objective: The course aims to equip students with a broad based knowledge of mathematics with emphasis on management applications, To provide a strong foundation of mathematics that would make application of managerial skills effective and efficient & to assist students in reaching a level of increased competence in Mathematics.

Course code		[BBA 203]				
Course title		BUSINESS STATISTICS- II				
Scheme and Credits	L	T	P	S	Credits	Semester-II
	4				4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
<u>Module-I (10L)</u>	1. Theory of Probability: Definitions, Classical definition of probability. (4L) 2. Addition and Multiplication theorem of Probability (Without proof) Applications (2L) 3. Conditional probability: Basic Formula and applications. (2L) 4. Bayes' theorem: Statement and proof, applications. (2L) 5. Independent Events	[Textbook: BBA Mathematics Vol II– Pal & Das, U. N. Dhur & Sons Pvt. LTD - Chapter 1.1, content -1.1.1-1.1.8]
<u>Module –II(12L)</u>	1. Probability distribution of a Random Variable: Discrete and Continuous random variables; Expectation value; Mean and Variance of a Random Variable; Theorems on expectation; Concept of P.M.F and P.D.F, Distribution function. (6L) 2. Theoretical Probability Distributions: Introduction; Binomial distribution; Binomial approximation to poisson distribution; Normal Distribution; Binomial approximation to normal distribution. (6L)	[Textbook: BBA Mathematics Vol II – Pal & Das, U.N. Dhur & Sons Pvt. LTD - Chapter 2, Content –2.1.1-2.1.6, 2.2.1-2.2.6]
<u>Module –III(18L)</u>	1. Sampling and Sampling Distributions: Introduction; Advantages sampling over census; Terminology; SRS, Method of drawing a SRS; Sampling distribution of sample mean and proportion; Stratified sampling; Systematic Sampling; Cluster sampling; Method of drawing a Cluster sample; Central limit theorem; Standard normal distribution; Chi- square distribution; t-distribution; F-distribution. (6L)	[Textbook: Inferential Statistics, S. Roychowdhury & D. Bhattacharya, U.N. Dhur & Sons PVT. LTD - Chapter 4, Content – 4.1-4.9]

	2. Estimation: point and interval estimation; Criteria of a good estimator; Methods of Point Estimation – The Method of Maximum Likelihood and The Method of Moments; Interval Estimates – Interval estimates and confidence intervals; confidence interval for population mean; Confidence interval for population proportion. (6L)	[Textbook: Inferential Statistics, S. Roychowdhury & D. Bhattacharya, U.N. Dhur & Sons PVT. LTD – Chapter 5, Content – 5.1-5.3]
	3. Hypotheses Testing: Introduction; Concepts and terminology; steps of Statistical test; Test for population mean; Test for difference in means of two independent population; (6L)	[Textbook: Inferential Statistics, S. Roychowdhury & D. Bhattacharya, U.N. Dhur & Sons PVT. LTD. Chapter 6, Content – 6.1-6.5]

Course Objective: The course aims to enable the students to have a proper understanding of Statistical applications in Economics and Management & the use of statistical, graphical and algebraic techniques wherever relevant.

Course code		[BBA 204]				
Course title		MACRO ECONOMICS				
Scheme and Credits	L	T	P	S	Credits	Semester-II
	4				4	Total Credit Hours-40

Modules	Serial of Modules	Text Book as per Syllabus
Module I: Circular Flow of Income & National Income Accounting	Meaning of national income, Circular flow of income, National income and national product, Concept of national income: GNP, NNP, NNP_{FC} , Personal and disposable personal income, Measurement of national income, Value added method, Expenditure method, Income method, difficulties in measurement of national income, Difficulties in measuring national income in developing countries,, Nominal GDP and Real GNP, Some numerical problems of calculation of national income, Questions for review.	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19th Edition, Chapter:2]
Module II: Consumption Function	The concept of consumption function, Average and marginal propensity to consume, saving function: Average propensity to save and marginal propensity to save, Determinants of propensity to consume: Objective and subjective factors, Keynes theory of consumption and Keynes psychological law of consumption, Important features of Keynes' consumption function.	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19th Edition, Chapter:6]
	2. Determination of National Income: Keynes' Basic Two Sector Model Introduction, Aggregate expenditure, Aggregate output and 45° income line, Determination of equilibrium level of national income, Principle of effective demand, Under-employment equilibrium, Determination of national income: Saving-Investment approach, Equilibrium level of national income, Algebraic analysis, National income and employment, Antirecessionary policy: Shifting aggregate expenditure curve upward, Relationship between saving and investment: Ex-post savings and ex-post investment are always equal- Ex-ante investment are equal only in equilibrium, Concept of inflationary or deflationary gaps, Some numerical problems, Questions for review.	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19th Edition, Chapter:5]

	3. IS-LM Curves Model The goods market and money market: Links between them, Goods market equilibrium: The LM curve, Shift in the LM curve, Intersection of the IS and LM curves: The simultaneous	[Text book: H.L. Ahuja, Macroeconomics: Theory & policy, 19th Edition, Chapter:12]
	Equilibrium of goods and money market, The critique of IS-LM curves model, deriving aggregate demand curve with IS-LM model, Causes of shift in aggregate demand curve, IS- LM curve model: Explaining the role government's fiscal and monetary policy, The three ranges of LM curve, and The elasticity of LM curve and effectiveness of monetary and fiscal policies.	
Module III: Business cycles and stabilization	1.Introduction, Phases of business cycles, Economic stabilization policies	[Textbook: D.N. Dwivedi, Seventh Edition, Chapter 24,Section: 24.2, 24.4]
	2. Inflation Introduction, Definition of inflation, Kinds of inflation, effects of inflation, Policy measures to control inflation	[Textbook: D.N. Dwivedi, Seventh Edition, Chapter 25,Section: 25.2, 25.4, 25.5]
	3. Theory of International Trade Introduction, Adam Smith's theory of Absolute Advantage, Ricardian Theory of Comparative Advantage	[Textbook: D.N. Dwivedi, Seventh Edition, Chapter 27,Section 27.1, 27.3, 27.4]
Module IV: Public Finance	1. Introduction Meaning of Public Finance □ Definitions of Public Finance □ Scope of Public Finance □ Role of Government in an Economy □ Public Finance and Private Finance □The Principle ofMaximum Social Advantage	[Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, An introductionto Public finance, First edition, S. Chand & Company, [Textbook: Dr. D. Bose, Dr. S. Ganeshan, Dr. A. Marimuthu, An introductionto Public finance, First edition, S. Chand & Company, Chapter 2] Textbook: Dr. D. Bose, Dr. S.Ganeshan, Dr. A. Marimuthu, An introductionto Public finance, First edition, S. Chand & Company, Chapter 5]
	2. Public Revenue Meaning □ Sources of Public Revenue □ Non-Tax Revenue □ Tax Revenue □ Objectives of Taxation □ Revenue of the Government of India □Classification of Tax □ Goods & service tax (GST).	
	3. Public Expenditure Meaning □ Significance of Public Expenditure □ Classification of Public Expenditure □ Causes for the Growth of Public Expenditure inIndia	
	4. Public Debt Meaning □ Definitions □ Objectives of PublicDebt □ Classification ofPublic Debt	
	5. Financial Administration and Budget Financial Administration □ Objectives of a Budget □ Characteristics of a GoodBudget □ Classification of Budget	

Course Objective: The Course seeks to provide grounding in basic macroeconomic theory and policy in a globalized world, with a focus on applications, especially in context of emerging economies like India.

Course code		BBA-205				
Course title		Organisational Behaviour				
Scheme and Credits	L	T	P	S	Credits	Semester-II
					4	Total Credit Hours-40

Modules	Modules	Text Book as per Syllabus
Module I: Basic Concepts: Understanding the Nature of Organizational Behaviour(10L)	Understanding the Nature of Organizational Behaviour: What are Organizations- Why do Organizations exist-Organizational Effectiveness-Positive OB-Foundations of OB- Organizational Iceberg-Shortcomings-Contemporary OB-Evolution of OB-OB model	(Text book- ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14th Edition, Himalaya Publishing House, Chapter - 1: Understanding the Nature of Organizational Behaviour)
Module II: Individual in the Organization(10L)	Personality: Nature of personality, Shaping of personality(Freudian Stages, Erikson's Stage), Determinants of personality, personality structure(BIG 5, Myers-Briggs Indicator)	(Text book- ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14th Edition, Himalaya Publishing House, Chapter 6: Personality, Chapter- 7: Perception and Attribution, Chapter 8- Learning)
	Perception and Attribution: Meaning & definition, Factors Influencing Perception, Perceptual Process, Perceptual Organization, when perception fails, Perception and OB	
	Learning: Knowledge Management, Meaning & Definition, Learning and emotion, how learning occurs, Principles of learning,	
Module III: Individual Behaviour (10L)	Attitudes and values: Nature of attitudes, Components of attitudes(The ABC Model), formation of attitudes, Changing attitudes(Changing attitudes of self, Changing attitude of employees), Work related attitudes(Two factors) Motivation- Theories and Principles: Nature of motivation, Importance of motivation, Theories on motivation, Motivation across Cultures.	(Text book- ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14th Edition, Himalaya Publishing House, Chapter- 9: Attitudes and values, Chapter- 10: Motivation- Theories and Principles, Chapter- 12: Work Stress)

	Work Stress- Meaning and definitions, Stress experience, Work stress model, Stress management, Stress and performing.	
Module IV: Groups in the Organization (10L)	Group Dynamics: Nature of Groups, Types of Groups, Why do people join groups, Theories of group formation, Group development, Usefulness of groups in organizations, Pitfalls of groups, Determinants of group behaviour, Group structuring, Group decision-making,	(Text book- ORGANISATIONAL BEHAVIOUR, K. ASWATHAPPA, 14th Edition, Himalaya Publishing House, Chapter 13: Group Dynamics, Chapter 17: Leadership- Influencing others)
	Leadership- Influencing others: Nature of leadership, leadership and management, Importance of Leadership, Formal and informal leadership, Leadership styles and their implications, Theories of leadership (Trait approach; Behavioural theories- {Ohio State University Studies, University of Michigan Studies}, Managerial Grid, Contemporary trends in leadership Contingency theories, Fiedler's theories, Pathgoal theories, Situational leadership theories, Theory X Theory Y }	

Course Outcomes

Students study the behaviour of individuals and groups as part of the social and technical system in the workplace. They examine individual and group behaviour, leadership, motivation techniques and coordination in the work environment and apply these concepts to the development of organizations human resources.

Semester: 2nd**Subject: Essential Studies For Professional- I [BBA 211]****Credit Point: 2****Total Contact Hours: 2L****Basics of National income-** Concept of GDP, GNP, NNP both in FC & MP, PCI**Tax** – Concept of TAX, objective of TAX, Direct & Indirect Tax, Progressive, Regressive & Proportional tax.**Inflation & Deflation** - Inflation & its impact, Deflation & its impact, WPI, CPI, GDP deflator.**Market structure**-Perfect competition, monopoly, oligopoly, duopoly, monopony, duopoly, Oligopoly.

SEBI, IRDA, NHB –Working & Policies, Money Market & Capital Market, functions of Banks & Types of accounts, cheques & loans, Mutual Fund, Banking Terminologies.

Science & technology (with current updates).**Indian Geography at a glance (Physical, Regional & Economic)**Current affairs & News reading. **Union Budget.****Semester: 2nd****Subject: Business Analytics II [BBA – 212]****Credit Point: 1****Total Contact Hours: 12****Module 1: Preparing Data**

Goal Seek, VLOOKUP, HLOOKUP, Data Consolidation-Preparing Data for Consolidation, Consolidating Data in the Same Workbook, and Consolidating Data from Different Workbook

Module 2: Data Validation in Excel

Coding of data, Entering Data validation Criteria, Adding Input message, Customizing the error message, Locating Invalid data within a data validation range, Creating data validation drop-down lists, Locating cells that have data validation applied, Clearing Validation rules

Module 3: Descriptive statistics

Mean, Median, Mode, Standard Deviation, range, Presenting data through Charts and tables

Semester-III

Semester – 3rd

Paper: Principles of Management [BBA 301]

Credit Points– 4

Total credit hours - 40

Module – 1: Management: Science and Theory – Definition of Management: It's Nature & Purpose, Managing: Science or Art, The Evolution of Management Thought (**Harold Koontz & Heinz Weihrich**)

Module – 2: Management: Process – Part-1 - The Functions of Management, Managerial Functions at Different Organizational Levels, Managerial Skills and The Organizational Hierarchy, The Goals of All Managers and Organizations (**Harold Koontz & Heinz Weihrich**)

Module – 3 : Management : Process – Part-2 –The Managerial Roles Approach – Interpersonal Roles, Informational Roles , Decisional Roles , The Systems Approach to The Management Process, The Systems Model of Management (**Harold Koontz & Heinz Weihrich**)

Module -4: Essentials of Planning and Management by Objectives: Concept, Types of Plans, Steps in Planning, Objectives – The nature of objectives, how to set objectives, Evolving Concepts in Management by Objectives (**Harold Koontz & Heinz Weihrich**)

Module – 5: Strategies: The Strategic Planning Process, the Portfolio Matrix: A Tool For Allocating Resources (Business Portfolio Matrix) (**Harold Koontz & Heinz Weihrich**)

Module -6: Decision Making : The Importance and Limitations of Rational Decision Making , Development of Alternatives and Limiting Factor, Evaluation of Alternatives , Selecting an Alternative (**Harold Koontz & Heinz Weihrich**)

Module-7: The Nature of Organizing, Entrepreneurship, and Reengineering – Formal and Informal Organization Organizational Division : The Department, Organizational Level and Span of Management, Reengineering the organization, Structure and Process of Organizing (**Harold Koontz & Heinz Weihrich**)

Module–8: Line/ Staff Authority, Empowerment, and Decentralization – Line/ Staff Concepts And Functional Authority , Decentralization of Authority – The Nature of Decentralization , Different kinds of Centralization , Delegation of Authority, The Art of Delegation (**Harold Koontz & Heinz Weihrich**)

Module – 9 : Motivation-1 – An Early Behavioural Model: Mc.Gregor's Theory X and Y, Maslow's Hierarchy of Needs Theory , Herzberg's Motivation-Hygiene Theory, The Expectancy Theory of Motivation – The Vroom Theory and Practice (**Harold Koontz & Heinz Weihrich**)

Module-10: Motivation – 2- Goal Setting Theory of Motivation, Special Motivational Techniques – Money, Other Reward Consideration, Participation, Job Enrichment (**Harold Koontz & Heinz Weihrich**)

Module- 11: Leadership; Defining Leadership, Approaches – Trait Approaches to Leadership, Situation or Contingency Approaches to Leadership – Fedler's Contingency Approach to Leadership, Transactional and Transformational Leadership (**Harold Koontz & Heinz Weihrich**)

Module – 12 : The System and Process of Controlling – The Basic Control Process, Benchmarking, Control as a Feedback System, Real Time Information and Control Feed-forward and Preventive Control, The Balanced Scorecard (**Harold Koontz & Heinz Weihrich**)

Module -13: Control Techniques - Budget as a control device – The concept of Budgeting, Traditional Non Budgetary Control Devices – Concept of Gantt Chart, PERT (**Harold Koontz & Heinz Weihrich**)

Module – 14: Managing Change – Techniques for initiating change, Resistance to change, Lewin's Change Management Model.

Books:

Text:

1. Essentials of Management An International and Leadership Perspective : Harold Koontz and Heinz Weihrich , Edition- ninth, Mc Graw Hill

References:

2. V.S.P Rao & Hari Krishna : Management-Text & Cases, Excel Books.
3. Ramaswami T; Principles of Mgmt., Himalaya Publishing Chandan, JS : Management – Concepts and Strategies, Vikas Publishing.
4. Robbins, SP: Management, Prentice Hal.

Semester – 3rd**Paper: Operations and Supply Chain Management [BBA 302]****Credit Points– 4****Total credit hours - 40****Module I: Introduction to Production Management**

- Meaning, Objectives & Scope of Production Management
- History of Production and Operations Management
- Model of Operations Management
- Production process,
- Types of production process
- Concepts of Productivity

Module II: Production Planning and Control (PPC)

- Nature & Meaning of Production Planning and Control
- Objectives of Production Planning & Control
- Main Functions of Production Planning and Control

Module III: Plant Location and Layout

- Definition, Objectives & Importance of plant location
- Location Decision Process
- Approaches to location choice & selection
- Meaning & objectives of Layout
- Advantages and Functions of Layout
- Principles of Layout,
- Types of Layout,

Module IV: Plant Maintenance and Materials Handling

- Definition and Objectives of Maintenance Management
- Need for Maintenance
- Types of Maintenance
- Total Productive Maintenance (TPM)
- Scope of Material Handling
- Principles of Material Handling
- Types of Materials Handling Equipment
- Selection of good materials handling equipment

Module V: Work Study

- Definition, Objectives, Significance and Procedure of Work Study
- Work Study and Productivity
- Definition, Objectives and Procedure of Method Study
- Motion study
- Objectives and Techniques of Work Measurement
- Time Study & Works Sampling with Numerical Examples

Module VI: Inspection and Quality Control

- Meaning, types and criteria of inspection
- Definition & Characteristics of Quality
- Costs of Quality

- Statistical quality control & its significance
- Seven Tools of Statistical quality control
- Basic Control Charts
- Concept of Total Quality Management (TQM) & ISO 9000
- Concept of Six Sigma

Module VII: Introduction to Logistics & Supply Chain Management

- Introduction & Evolution of Logistics Management
- Elements of Logistics Management
- SCM – Present Need
- Evolution of SCM
- Conceptual Model of SCM
- Elements in SCM
- Traditional & Modern SCM Approach

Module VIII: Procurement Management in Supply Chain

- Purchase Management
 - Introduction
 - Purchasing Cycle
 - Types of purchases
 - Principles of Purchase
- Inventory Management
 - Introduction
 - Cost trade-off
 - Inventory Models
- Vendor Managed Inventory
 - VMI Business Model
 - Steps in Setting up VMI
 - Benefits of VMI
- Multi-tier Supplier Partnership

Module IX: Demand Management in Supply Chain

- Demand Planning & Forecasting
- Forecasting Methods
- CODP for SCM
- Supply Chain Strategy
- CPFR-Concept & Supply Chain to CPFR

Module X: Information Technology for Supply Chain Management

- IT Application in SCM
- Evolution of SCM Systems
- Benefits of Integrated SCM Systems
- Role of Internet in SCM
- Issues with SCM Systems

Suggested Readings

1. Chari, S.N.: Theory and Problems in Production and Operations Management, McGraw-Hill.
2. Buffa, E.S. and Sarin, R.K: Modern Production and Operations Management, John Wiley.
3. Altekar R.V.: Supply Chain Management – Concepts and Cases, PHI

Semester – 3rd**Paper: Business Laws [BBA 303]****Credit Points– 4****Total credit hours - 40****Module I: INDIAN CONTRACT ACT 1872 [20L]**

Elements of contract -Offer and Acceptance - Consideration - Legal capacity -Intention to create legal relations - Free Consent -Legality of the Object - Possibility of Performance - Void and Voidable Agreement-Contingent Contract -Discharge of Contract-Indemnity and Guarantee- Quasi Contract –Bailment and Pledgement - Agency Contract.

Module II: SALE OF GOODS ACT 1930 [5L]

Formation of contracts of sale-Goods and their classification, price -Conditions & Warranties- Performance the contract of sale - Unpaid seller and his rights-Hire Purchase agreement, Auction

Module III: NEGOTIABLE INSTRUMENT ACT 1881 [5L]

Definition of negotiable instruments- Features-Types of negotiable instruments -Dishonor of a Negotiable Instrument

Module IV: CONSUMER PROTECTION ACT 1986 [5L]

Concept - Consumer protection Councils -Dispute Redressal Procedures

Module V: COMPANIES ACT 2013 [5L]

Concept -Type of Companies- Steps in formation of a company- Concept and features of AOA, MOA and Prospectus – Meetings.

Reference:

1. Sen & Mitra: Commercial Law, World Press.
2. Pathak: Legal Aspect of Business, TMH.
3. Tejpal Sheth: Business Law, 3/e, Pearson.
4. Das & Ghosh: Business Regulatory Framework, Ocean Publication, Delhi.
5. Pillai & Bagavathi: Business Law, S Chand
6. Tulsian: Business Law, TMH.

Semester – 3rd

Paper: Financial Accounting and Tally [BBA 304]

Credit Points– 4

Total Contact Hours - 40

Module I: Meaning and Scope of Accounting (8L) Need, development and definition of accounting, Accounting Principles: GAAP; Accounting Transactions: Accounting Equation, Journal; Rules of debit and credit; Ledger; Trial Balance; Capital and Revenue.
Module II: Journal Proper (5L) Adjustment Entries, Rectification of errors: Rectification of one sided and double sided errors with the effects of suspense account.
Module III: Depreciation Accounting (7L) Concept of depreciation; Causes of depreciation; depletion, amortization ; Depreciation accounting; Methods of recording depreciation; Straight line and diminishing balance method,
Module IV: Provisions and Reserves:(3L) Preparation of provision for doubtful debt account, provision for discount on Debtors account and provision for Discount on Creditors account.
Module V: Final Accounts for sole proprietorship business (10L) Manufacturing account; Trading account; Profit and Loss Account; Balance Sheet; Adjustment entries Closing stock, outstanding ,prepaid Expenses, Pre received, Depreciation, Provision, Stock lost by Fire, Goods withdrawal by proprietors ,Free sample
Module VI: Company accounts (7L) Issue of shares (application, allotment, first call, final call) ,Calls in arrear & forfeiture of shares. Basic Concept of IFRS.
Module VII: Tally Laboratory exercises using business accounting software package (Tally 7.2): Purchase and Sales order.

Semester – 3rd**Paper: Business Environment [BBA 305]****Credit Points– 3****Total credit hours - 30**

Course Objective: To provide the contemporary issues in the Business Environment and to facilitate a better-informed Economic System

Module-1 (Introduction) [4 L]

Business Environment: Meaning – Various environments affecting business – Social Economic; Political and Legal; Culture; Competitive Demographic; Technological and International environments.

Module-2 (Problems of Growth) [6 L]

Unemployment; Poverty; Regional imbalances; Social injustice; Inflation, Parallel economy; Industrial sickness.

Module-3 (Social responsibilities of Business) [8 L]

Business and Society: Social responsibilities of Business – Responsibilities to shareholders; Responsibility to employees; Responsibility to customer; Responsibility to the community; Responsibility to the Government – Business Ethics – Population – Demographic pattern changes – Standard of living – Urbanization – Migration.

Module-4 (Role of Government) [6L]

Monetary and fiscal policy; Industrial licensing, Privatization; Devaluation; Export-import policy; Regulation of foreign investment; Collaborations in the light of recent changes. NITI Ayog.

Module-5 (International Environment :) [6L]

International trading environment; Trends in world trade and the problems of developing countries; International economic institutions – GATT, WTO, UNCTAD, World Bank, IMF; GSP; GSTP.

Suggested Readings:

1. Sundaram & Black: The International Business Environment; Prentice Hall
2. P. Chidambaram: Business Environment; Vikas Publishing
3. Dutt R and Sundharam KPM: Indian Economy; S. Chand
4. Misra SK and Puri VK: Indian Economy; Himalaya Publishing
5. K. Aswathappa, Himalaya Publishing House -Essentials of Business Environments -

Semester: 3rd**Credit Point: 2****Subject: Essential Studies for Professional III [BBA (GS) 301]****Total Contact Hours: 2L****Union Budget & Railway Budget-** concept of revenue, expenditure & different types of deficit.

Growth & Development of Economy, Sustainable development

Modern History & National Movement at a glance.

Basic knowledge of India's political divisions and its relation with neighboring countries, Transportation network of India Special Economic Zone, New Economic Policies (L.P.G. Model), Indian Agriculture, Industrial Reforms, UNO, international court, security council, general assembly, secretariats, social and economic council of UNO. International summits and political economical relationship, Diplomacy powers of Indian leaders, Developed, underdeveloped and developing countries and policies of world bank and IMF, Current affairs & News reading.

Semester: 3rd**Credit Point: 1****Subject: Skill Development for Professionals III [BBA (GS) 381]****Total Contact Hours: 2L****Module-1 Quantitative Aptitude**

Average- Concept on average, different missing numbers in average estimation, shortcuts & their application.

Mixture & Allegation – Proportion & mixtures in percentages, populations & liquids, shortcuts & their application.

Number System- concept of different numbers, remainder theorem, factors.

Time & Work- Basic concept, Different problems & their shortcut tricks. Time & Speed & Tides- concept of speed, time & Distance, relative speed, formulae & their application. Upstream & Downstream, Pipes & cistern.

Module-2 Logical ability**1) Syllogism**

- a) Logical Venn diagram
- b) The If Else Statement

2) Puzzles

- a) Seating Arrangement
- b) Classification
- c) Seating Arrangement with Blood relations

3) Machine Input-Output

- a) Pattern Based I/O

4) Inequality

- a) Coded Inequality, b) Jumbled Inequality, c) Conditional inequality

Module-3 Verbal ability**1) Sentence Corrections**

2) Fill the blanks with appropriate words/articles/preposition/verbs/adverbs/conjunction.

3) Reading Comprehension (Moderate Level) from Newspaper.

4) Vocabulary

Semester: 3rd**Subject: Business Analytics-III [MOOCs (BBA) 321]****Credit Point: 2****Total Contact Hours: 12****Module 1: Data Validation in Excel (3L)**

Entering Data validation Criteria, Adding Input message, Customizing the error message, Locating Invalid data within a data validation range, Creating data validation drop-down lists, Locating cells that have data validation applied, Clearing Validation rules

Module 2: One Sample Hypothesis testing(2L)

Finding confidence limits for a mean using function CONFIDENCE, ZTEST, TDIST, CHIDIST

Module 3: Two Sample Hypothesis testing (2L)

Data analysis tool: Z-test: Two samples for means, TTEST for two samples, Testing two variances: FTEST, FDIST.

Module 4: Regression Analysis(2L)

Worksheet sheet functions of regression: SLOPE, INTERCEPT, STEYX, FORECAST, TREND, LINEST, Data analysis output: Tabled output and Graphic output

Module 5: Correlation Analysis (2L)

Scatterplots, Worksheet functions of Correlation: CORREL, PEARSON, RSQ, COVAR, FISHER, FISHERINV, Data analysis output: Tabled output

Module 6: Excel Dashboards (1L)

What is an Excel Dashboard, Design and Display Principles, How to build excel Dashboards

Semester: 3rd**Subject: Artificial Intelligence-I [MOOCs (BBA) 322]****Credit Point: 2****Total Contact Hours: 12****Module 1: Introduction To AI and Intelligent Agent (3L)**

Overview of Artificial intelligence- Problems of AI, AI technique, Tic - Tac - Toe problem, Agents & environment, nature of environment, structure of agents, goal based agents, utility based agents, learning agents.

Module 2: Problem Solving (2L)

Problems, Problem Space & search: Defining the problem as state space search, production system, problem characteristics, issues in the design of search programs.

Module 3: Search techniques (5L)

Solving problems by searching: problem solving agents, searching for solutions; uniform search strategies: breadth first search, depth first search, depth limited search, bidirectional search, comparing uniform search strategies.

Module 4: Knowledge & reasoning (2L)

Knowledge representation issues, representation & mapping, approaches to knowledge representation, issues in knowledge representation

Semester-IV

Semester – 4th

Credit Points– 4

Paper: Strategic Management [BBA – 401]

Total Contact Hours - 40

Module I: Introduction:

Definition and meaning of strategy & strategic management; Objectives and role of strategic management; Benefits and importance of strategic management; Causes for failure of strategic management; the strategic management process

Module II: Strategic Intent - Vision, Mission and Objectives (VMO):

Vision – concept & importance; Mission – concept & relevance; Objectives & goals – concept & relevance; Components of mission statement, Formulation of mission & objectives and their specificity; Examples of VMO.

Module III: External Environmental Analysis:

Concept of environment, environmental analysis and appraisal, Need for & component of external environment analysis; Tools & techniques of environment analysis – PESTEL, ETOP; Porter's Five Forces Model

Module IV: Internal Environmental Analysis:

Concept of Internal analysis; Value chain analysis; Factors of internal analysis; Strategic & Situational Analysis – SWOT Analysis, TOWS Matrix

Module V: Strategic Planning:

Meaning & Stages of Strategic Planning; Corporate goal setting, functional goal setting, managerial goal setting, positioning organization

Module VI: Strategy Formulation I - Corporate level strategies:

Concept, scope, types and significance of corporate level strategies; Generic Growth/expansion strategies - characteristics, forms, applicability; Ansoff matrix

Module VII: Strategy Formulation II - Business level strategies:

Concept of business level strategies; Competitive advantage and Core competencies; Cost leadership, differentiation & focus; Porter's framework of competitive strategies; Concept of SBU

Module VIII: Strategic Analysis & Choice

Concept of strategic analysis and choice; BCG Matrix & GE-Nine Cell Planning grid.

Module IX: Implementation of Strategies:

Issues in strategy implementation, Integrating the functional plan and policies; Role of managers, Leadership, strategic control system & measurement; Strategic Actions - Mergers, Acquisitions & Diversification

Module X: Strategic Evaluation and Control

Evaluation of strategy and strategic control, Need for strategic evaluation; Criteria for evaluation and the evaluation process; strategic control process & types of external controls

Suggested Text Book

Kazmi, Azhar: Business Policy and Strategic Management, Tata McGraw Hill

Suggested Readings

1. Pearce & Robinson: Strategic Management AITBS
2. Bhattacharya. and Venkataraman: Managing Business Enterprise: Strategies, Structures and Systems, Vikas Publishing House
3. Budhiraja, S. B. and Athreya, M. B: Cases in Strategic Management, Tata McGraw Hill
4. Subbarao: Strategic Management, Himalaya Publication
5. Thompson & Strickland: Strategic management Concept & Cases, Tata McGraw Hill,

Semester – 4th

Credit Points – 4

Paper: Marketing Management [BBA – 402]

Total Contact Hours – 40

Course Contents**Module I: Introduction:**

Nature and scope of marketing; Importance of marketing; Marketing concepts – traditional and modern; Selling vs. marketing; Functions and Evolution of Marketing; Marketing mix

Module II: Marketing environment:

Macro and Micro Environment; SWOT Analysis; PEST Analysis

Module III: Product:

Concept of product, Classification of products, Product Mix; New product development – Meaning & steps; Product life cycle – concept, stages & strategies involved in PLC

Module IV: Price:

Meaning & Importance of price in the marketing mix; Objectives and Methods of Pricing, Factors affecting price of a product/service; Discounts and rebates

Module V: Distributions Channels:

Concept, role & types of distribution channels; Factors affecting choice of a distribution channel; Role of Intermediaries; Distribution Channel Management – VMS & HMS

Module VI: Promotion:

Objectives & methods of promotion; Optimum promotion mix; Meaning, objectives & characteristics of promotion mix elements, Relative merits and limitations of promotion mix elements

Module VII: Consumer Behavior:

Meaning, nature, scope and significance of consumer behavior; Determinants of consumer behavior; Consumer decision making process

Module VIII: Industrial Buying Behavior:

Industrial Buying Behavior-Meaning, Characteristics; Differences between Consumer Buying & Industrial Buying, Factors influencing industrial buyers

Module IX: Segmentation Targeting & Positioning (STP):

Market segmentation – concepts and importance; Bases for market segmentation; Target Market & Targeting strategies; Positioning – concept & importance; Positioning strategies

Module X: Branding:

Meaning & importance of Brands, Types of Brands, Branding Strategies; Packaging – role and functions

Suggested Text Book

Saxena, Rajan: Marketing Management, Tata McGraw Hill

Suggested Readings

1. Kotler Philip and Armstrong Gary, Principles of Marketing; Pearson Education
2. Arun Kumar: Marketing Management, Vikas
3. Gandhi, J.C.: Marketing, Tata McGraw Hill
4. Tapan Panda: Marketing Management, Excel Books
5. Ramaswamy, V.S. and S. Namakumari : Marketing Management, Macmillan.
6. B. Ghosh: Fundamentals of Marketing Management, Books & Allied

Semester – 4th**Paper: Human Resource Management [BBA 403]****Credit Points – 4****Total Contact Hours – 40****Strategic Role of Human Resource Management:**

Module 1: Nature of HRM, Scope of HRM, Objective of HRM , Importance of HRM, Systems approach to HRM, HRM and Competitive Advantage, Strategic HRM, Traditional Vs Strategic HRM, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 2 : History of Personnel/Human Resource Management, Evolution of the Concept of HRM, Personnel Function in Changing Scenario, Traditional Vs Emerging HR Practices, HRM Line and Staff Aspect, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Human Resource Planning

Module 3: Concept of Human Resource Planning or HRP, Objectives of HRP , Importance of HRP, Process of HRP, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 4: Trend Analysis , Work Load Analysis, Job Analysis , Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Employee Administration

Module 5: Definition of Recruitment , Sources of Recruitment, Methods of Recruitment, Recruitment: Indian Experiences , Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 6: Definition of Selection, Process of Selection: Selection Test, Types of Selection Test, Selection Interviews, Types of Interviews, Application Blank , Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 7: Concept of Training, Need of Training, Training Vs Development, Training Methods, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 8: Performance Appraisal – Concept, Objectives, Methods, Essential Characteristics of an Effective Appraisal, Potential Appraisal, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Module 9: Definition and Concept of Compensation, Nature of Compensation, Objective of Compensation, Components of Pay Structure in India, Concept of Wage, Characteristics of Wage Payments, Methods of Wage Payment

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Grievance, Discipline and Industrial Relation

Module 10: Concept Grievance, Model Grievance Procedure, Discipline: Three Interpretations, Approaches to Discipline, Disciplinary Action, Concept of Industrial Relations, Objective of Industrial Relations, Approaches to Industrial Relations, Significance of Industrial Relations, Case Study

(Human Resource Management Text and Cases: V.S.P.Rao) [4L]

Recommended Books:

1. V.S.P. Rao: Human Resource Management, Excel Books
2. Dwivedi: Human Resource Management, Vikas
3. C.S. Venkata Ratnam & B.K. Srivastava : Personnel Management and Industrial Relations, Tata McGraw Hill.
4. Anjali Ghanekar : Human Resource Management, Everest Publishing
5. A.M. Sheikh : Human Resource Development and Management, S.Chand
6. E.A. Ramaswamy : Managing Human Resources, Oxford University Press
7. M.S. Saiyadain : Human Resource Management, Tata McGraw Hill

Semester – 4th

Credit Points – 4

Paper: Cost Accounting [BBA – 404]

Total Contact Hours – 40

Module I: Introduction (5L)

Nature and scope of cost accounting; Cost concepts and classification: direct, indirect, Element wise, function wise, Behaviour wise, sunk cost opportunity cost: Essentials of a good cost accounting system: Difference between cost and Management accounting: Concept of Cost Audit. Preparation of cost sheet & estimation.

Module II: Accounting for Material (12L)

Economic Order Quantity, ABC analysis (selective inventory concept): Concept of Periodic Inventory & Perpetual inventory, Various stock levels: JIT purchase: Selective methods of Material control; pricing of material issues - FIFO, LIFO, Weighted average.

Module III Accounting for Labour (5L)

Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment-time and piece rates; Incentive schemes.

Module IV: Accounting for Overheads (8L)

Absorption, Allocation and apportionment of Overheads: Determination of overhead rates; Under and over absorption and its treatment, Primary and secondary distribution of overhead.

Module V: Cost Ascertainment: (10L)

Contract Costing; Operating Costing (Transport); Process Costing excluding inter-process profits and joint and by-products.

Suggested Readings:

1. Basu & Das: Cost & Management Accounting, Rabindra Library.
2. Dr. C.H Sengupta & B. G Chowdhury: Cost and Management Accounting, Dey Book Concern.
3. Bhabatosh Banerjee: Cost Accounting- Theory & Practice, Prentice Hall of India Ltd. New Delhi.
4. M. N Arora: Cost Accounting – Principles and Practice, Vikas Publishing House (P) Ltd.
5. M. Y. Khan, P. K. Jain: Cost Accounting, TMH.

Semester – 4th

Paper: Management Information Systems [BBA 405]

Credit Points – 3

Total Contact Hours – 40

Module 1: Introduction to Management Information System

(Chapter1 of Management Information System, by C.S.V. Murthy)

1. Introduction to Management Information System
 - 1.1. Basic Components of an Information System
 - 1.2. Classification of MIS
 - 1.3. Definition of Management information System
 - 1.4. MIS understanding
 - 1.5. Role, Impact and Importance of MIS
 - 1.6. MIS characteristics
 - 1.7. MIS objectives
 - 1.8. Elements of MIS
 - 1.9. Systems involving Information in MIS
 - 1.10. Basic Parts of the Organization
 - 1.11. Implications of the Organisational Structure for MIS

- 1.12. Establishing MIS
- 1.13. Advantages and Disadvantages of MIS
- 1.14. Organisation in Three Layers
- 1.15. Decision Types
- 1.16. Decision -making
- 1.17. MIS functional area
- 1.18. Business Information System
- 1.19. Structure of MIS
- 1.20. Major areas of Information systems Knowledge Used by business people

Module 2: Computer System and Telecommunication System

(Chapter 2 of Management Information System , by C.S.V. Murthy)

- 2. Computer System and Telecommunication System
 - 2.1. Network of Computers
 - 2.2. Telecommunications media, channel, software
 - 2.3. Physical Link
 - 2.4. Basic Network Architecture
 - 2.5. Types of Networks
 - 2.6. Types of Data Transmission
 - 2.7. Internet, Intranet and Extranet

Module 3: Data, Information and Database Management

(Chapter 3 of Management Information System , by C.S.V. Murthy)

- 3. Data, Information and Database Management
 - 3.1. Data
 - 3.2. Information
 - 3.3. Data Processing
 - 3.4. Management of Information
 - 3.5. Nature of the Information
 - 3.6. Manager and Information
 - 3.7. The use of Data
 - 3.8. Data Representation
 - 3.9. Management Information Support for Decision-making
 - 3.10. Information System and Decision-making
 - 3.11. Structured, Programmable Decision

- 3.12. Unstructured, Non-Programmable Decision
- 3.13. Database and Database Management
- 3.14. Data Processing System
- 3.15. Components of DBMS
- 3.16. Characteristics of DBMS
- 3.17. Objectives of DBMS
- 3.18. Components of Database Management System Package
- 3.19. Major Uses of DBMS
- 3.20. Schemas and mappings
- 3.21. Major types of Databases Used by organizations and Users
- 3.22. Data and its Importance
- 3.23. Meaning of a Database Management System
- 3.24. Designing of Databases
- 3.25. Physical Database Model
- 3.26. Creating Databases
- 3.27. Components to a DBMS
- 3.28. General Function of DBMS
- 3.29. Data Definition Language
- 3.30. Data Manipulation Language
- 3.31. Data Control Language
- 3.32. Database Administrator
- 3.33. Hierarchical Data Model
- 3.34. Network Data Model
- 3.35. Relational Data Model
- 3.36. The Server Architecture

Module 4: Information System Concepts

(Chapter 4 of Management Information System, by C.S.V. Murthy)

- 4. Information System Concepts
 - 4.1. Information System Concept
 - 4.2. Meaning of System
 - 4.3. Definition of System
 - 4.4. Characteristics of a System
 - 4.5. System classification

4.6. Need for System Analysis

4.7. Systems Thinking

4.8. System Analyst

4.9. System Development Model

Module 5: Transaction Processing System and Other Systems

(Chapter 6 of Management Information System , by C.S.V. Murthy)

5. Transaction Processing System and Other Systems

5.1. Transaction Processing System(TPS)

5.2. Decision Support System(DSS)

5.3. Executive Information System(EIS)

5.4. Office Automation System(OAS)

Module 6: Knowledge Management

(Chapter 7 of Management Information System , by C.S.V. Murthy)

6. Knowledge Management

6.1. Knowledge

6.2. Knowledge System

6.3. Types of Knowledge System

6.4. Knowledge Management

6.5. Goals of Knowledge Management

6.6. Business Models

6.7. Expert System (ES)

6.8. The structure of Expert System

6.9. Components of Expert System

6.10. Use of Expert System

6.11. Benefits of Expert System

6.12. Limitations of Expert System

6.13. Expert System and Management Science

Module 7: Information System for Business Operations

(Chapter 8 of Management Information System , by C.S.V. Murthy)

7. Information System for Business Operations

7.1. Information System in Business Functions

7.2. Accounting Information System

7.3. Financial Information System

- 7.4. Marketing Information System
- 7.5. Production Information System
- 7.6. Personal Information System
- 7.7. Human Resource Information System

Module 8: Enterprise Resource Planning

(Chapter 9 of Management Information System , by C.S.V. Murthy)

8. Enterprise Resource Planning

- 8.1. Introduction of ERP
- 8.2. ERP Technologies
- 8.3. ERP Implementation
- 8.4. ERP Applications
- 8.5. Challenges of ERP
- 8.6. Objectives of ERP System

Chapter 9: Security Threats and Computer Crimes

(Chapter 14 of Management Information System , by C.S.V. Murthy)

9. Security Threats and Computer Crimes

- 9.1. Specific Threats
- 9.2. Computer crimes and Prevention
- 9.3. Effect of Threat from Computer Crimes
- 9.4. Hacking
- 9.5. Cyber Theft
- 9.6. Internet Security
- 9.7. Computer Viruses
- 9.8. Challenges Involved
- 9.9. Cyber Terrorism
- 9.10. Card Frauds
- 9.11. New Phishing attack on Gmail
- 9.12. Steps to protect Business against Cyber Crime
- 9.13. Dangers of Digital Cheating on Mobile

Recommended Books:

- Management Information System by C.S. V. Murthy Himalaya Publishing House

Semester: 4th**Credit Point: 2****Subject: Essential Studies for Professionals - IV [BBA (GS) 401]****Total Contact Hours: 20****Module-I****GK & CA with News reading, Union Budget.****Module-II****Permutation & Combination, Probability-** basic concepts of probability, different theorems & applications, binomial, poisson & normal Distributions.**Geometry-** Concept of different shapes like triangle, quadrilateral, rectangle, square, circle etc. different theorems & their applications.**Mensuration-** Formulae on triangles, square, Rhombus, parallelogram, sphere, circle, cone, pyramid etc. Application based problem solving. Coordinate Geometry- Locus, Straight lines, Circle etc.**Semester: 4th****Credit Point: 1****Subject: Skill Development for Professionals IV [BBA (GS) 481]****Total Contact Hours: 10****Module-I****Data Interpretation level-I****Module-2****Logical ability, Seating Arrangement****a) Circular seating arrangement****b) Square seating Arrangement****c) Line Arrangement****Calendar and Clock****Module-3****Verbal ability, Sentence Corrections, Fill the blanks with appropriate words / articles / preposition / verbs / adverbs / conjunction. Reading Comprehension (Advance Level) & Vocabulary.**

Semester: 4th
Subject: Business Analytics IV [MOOCs (BBA) 421]

Credit Point: 1
Total Contact Hours: 12

Module 1: Regression Analysis

Worksheet sheet functions of regression: SLOPE, INTERCEPT, FORECAST, TREND, LINEST, Interpretation of output, Performing regression Using Data analysis in Excel

Module 2: Correlation Analysis

Scatterplots, Worksheet functions of Correlation: CORREL, PEARSON, RSQ, COVAR, Interpretation of output, Performing Correlation using Data Analysis in excel

Module 3: Introduction to SPSS

Entering and Modifying Data, Defining Variables, Transformation and Selection of data Loading and Saving files, Running analysis

Module 4: Descriptive statistics in SPSS

Frequency Distributions and Percentile ranks for a Single Variable, Multiple Variables, Measures of Central Tendency and Measures of Dispersion for a Single group and Multiple groups

Semester: 4th
Subject: Artificial Intelligence II [MOOCs (BBA) 422]

Credit Point: 1
Total Contact Hours: 12

Module 1: Adversarial Search(3L)

Games, Optimal Decision in Games, Alpha-Beta Pruning, Stochastic Games

Module 2: Logical Agents(3L)

Knowledge based agents, Logic, Propositional logic, Propositional Theorem

Module 3: First Order Logic(3L)

Syntax and Semantics, Problem using first order logic

Module 4: Classical Planning (3L)

Definition, Algorithm for planning as state-space search, Planning graph,

Semester-V

Course code	BBA – 501					
Course title	Entrepreneurship Development & Corporate Social Responsibilities					
Scheme and Credits	L	T	P	S	Credits	Semester
	3	0	1		4	V
Pre-requisite (if any)						

Course Objectives:

1. To understand the concept and models of entrepreneurship and intrapreneurship and characteristics of entrepreneur & intrapreneur to apply the concepts in real life to create a entrepreneurial mind set
2. To develop familiarity with all the do's and don'ts of developing entrepreneurship in India with the help of supporting organizations
3. To make students understand the concept and application of corporate social responsibility (CSR) and examine the scope and complexity of CSR in the present day societal context
4. To make students understand how corporate social responsibility (CSR) can be incorporated into strategic business decisions

Course Outcomes (COs):

- CO1:** Students would be able to understand and appreciate the conceptual inputs of Entrepreneurship and understand the meaning of entrepreneur & intrapreneur and their success stories and develop Entrepreneurial mindset
- CO2:** Students will be able to explore the trends in entrepreneurship development in India & understand the need & sources of organizational support in developing entrepreneurship
- CO 3:** Students would be able to understand the concept, characteristics, theories and application of corporate social responsibility (CSR)
- CO 4:** Students would be able to understand & analyze the relationship between corporate strategy and CSR and would be able to demonstrate a multi-stakeholder perspective in viewing CSR issues.

Contents:

Modules	Topics	Text Book as per Syllabus	CO
Module I: Understanding Entrepreneurship & Developing an Entrepreneurial Mindset	Entrepreneur – Meaning, Definition, Importance, Functions, Competencies or traits and Types, Advantages of becoming Entrepreneur	Entrepreneurship: Lall & Sahai, Excel Books Fundamentals of Entrepreneurship: Nandan, H., PHI Fundamentals of Entrepreneurship: Mohanty, S.K., PHI	CO1
	Entrepreneurship- Meaning, Factors influencing Entrepreneurship, Challenges before entrepreneurship, Theory of Effectuation, Entrepreneurship & Economic Development, Myths about entrepreneurship		
	Concept & Importance of Entrepreneur		
	Innovation in Entrepreneurship, Joseph Schumpeter's Innovation theory		
	Motivation & Entrepreneurial Behavior, McClelland's theory of need		
	Risk-taking Behavior in Entrepreneurship		
	Women Entrepreneurship		
	Ethical Entrepreneurship		
	Social Entrepreneurship		
Module II: Entrepreneurship Development in India & Organization Assistance	Entrepreneurial Development in India - History, Objectives, & Stages of Growth, Target Group	Entrepreneurship: Lall & Sahai, Excel Books Fundamentals of Entrepreneurship: Nandan, H., PHI Fundamentals of Entrepreneurship: Mohanty, S.K., PHI	CO2
	Entrepreneurship Development Programs		
	Small Scale Industries & Govt. Policy towards SSI's & New Ventures,		
	Industrial Park (Meaning, Features, & Examples) ,		
	Special Economic Zone (Meaning, Features & Examples)		

	Financial, Technical & Marketing Assistance by Different Agencies		
Module III: Introduction & Applicability to CSR	Definition; history of CSR; Importance of CSR; Concept of charity; Moral and economic argument of CSR; Role of stakeholder in CSR; Success and failure with CSR initiatives; Corporate response to citizen demand through CSR; Role of civil society; Role of Govt. towards CSR; Relation between CSR and corporate governance; CSR legislation of India; section-135 of company act-2013; CSR activities under schedule-vii; Tripple bottom line principle of CSR.	Corporate Social Responsibility: Madhumita Chatterji	CO3
Module IV: CSR as Strategic Business Development	CSR as strategic business development; Review of successful corporate initiatives and challenges of CSR; CASE STUDIES of major CSR initiatives; International framework for CSR; Role of NGO; Role of ILO; Millennium Development Goals(MDG) ; relationship between CSR and MDG; UN guiding principles and CSR policy tools.	Corporate Social Responsibility: Madhumita Chatterji	CO4

Recommended Books:

Text Book:

1. Lall & Sahai : Entrepreneurship, Excel Books
2. Corporate Social Responsibility: Madhumita Chatterji

References:

1. Fundamentals of Entrepreneurship: Nandan, H., PHI
2. Fundamentals of Entrepreneurship: Mohanty, S.K., PHI.
3. Pareek, U & VenkateswaraRao, T: Developing Entrepreneurship – A Handbook on Systems, Learning Systems, New Delhi.
4. Chakraborty, Tridib: Introducing Entrepreneurship Development, Modern
5. Business Ethics: E. R. Freeman

CO-PO Mappings:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA501.1	2	3	2			3	2	
COBBA501.2	2	3	3			3	3	
COBBA501.3	2	3	2			3	3	2
COBBA501.4	2	3	2			3	3	2

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

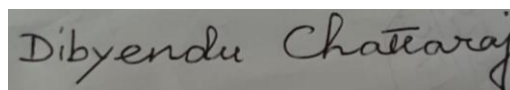
PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competence in understanding the fundamentals of Entrepreneurship Development & CSR	1.1.1 Identify the skills & acumen required for a career by learning the fundamentals and concepts of entrepreneurship & CSR. 1.1.2 Apply their basic concepts of entrepreneurship & CSR for developing entrepreneurial ventures in a sustainable way.
PO 2 : Identification of the nature of a problem area	
Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
Competency	Indicators
2.1 Demonstrate an ability to identify an area that requires problem solving in entrepreneurship development	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for entrepreneur to succeed.
	2.1.2 Apply by learning the various concept theories of entrepreneurship and their implications towards the success of the entrepreneurial venture.

2.2 Demonstrate an ability to assess the business environment and understand their impact on the entrepreneurship	2.2.1 To be able to identify the different factors that influence the designing of entrepreneurial ventures by successful entrepreneurs
PO 3 : Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
	3.1.2 Follow up the changes that are occurring due to the implementation
PO 6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Competency
6.1 Demonstrate the entrepreneurial mindset and its impact on creating sustainable business solution	6.1.1 Develop and apply knowledge to create sustainable business venture.
	6.1.2 Identify the relevance and social impact of entrepreneurial ventures while designing business plans, strategies and practices
PO 7: Deployable Skill set Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem in entrepreneurship development	7.1.1 Acknowledgement of the existence of a problem & opport Moduley in entrepreneurship development
	7.1.2 Deciding the overall nature of the entrepreneurship development and its pros & cons.
7.2 Demonstrating the ability to apply the learned skill set as and when	7.2.1. Ability to implement the principles of morality & sustainability in business

required to solve problems	
PO 8: Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	
Competency	Competency
8.1 Demonstrating a multi-stakeholder perspective in viewing CSR issues	8.1.1. Ability to compare and contrast the multiple viewpoints and tradeoffs that exist in the area of CSR in a sustainable way

Submitted by:

Dibyendu Chattaraj & Subrata Basak



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

Course code	BBA502					
Course title	PUBLIC SERVICE MANAGEMENT					
	<u>Contents</u> Fundamentals of Transportation and Healthcare Management					
Scheme and Credits	L	T	P	S	Credits	Semester-
	2	1	0		3	V
Pre-requisite (if any)	Basic knowledge of Management					

Course Objective:

1. To understand the requirements subjective & objective issues of health.
2. To realize the association between economic value of public service management.
3. To learn the tools of serving public.
4. To relate the value of public service in commercial organization.

Course Outcome:

CO 1: Able to understand the relevance of health from personal & global perspective.

CO 2: Apply to realize the role of transportation & health in economic aspect of a nation.

CO 3: Can select appropriate tools for effective result in public and corporate outcome.

CO 4: Can relate the necessity of changing format of commercial organizations.

Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Introduction to Transport System	Role of Transportation in Economic Development, Essential Features of Transport System, Basic Elements of Transportation and Logistics, Transport Infrastructure in India, Multimodal Transportation System.	Kulashrestha, D.K : Transport Management in India, Mittal Publication.	CO1

Roadways Transport & Railways Transport Waterways Transport & Airways Transport	<p>National and State Highways, Road Transport Operations, Commercial and Economic Aspects. Railways Infrastructure and Basic Elements, Commercial and Economic Aspects of Rail Transport.</p> <p>Waterways Transport & Airways Transport- Basic Elements of Water Transport, Major and Minor Ports of India, Inland water Transport, Commercial and Economic Aspects of Water Basic Concept. Air Traffic Control Management, Commercial and Economic Aspects of Air Transport.</p>	<p>Srinivasa, S.R.: A Text Book of Transportation System.</p> <p>2. Mishra, B and Choudhuri, P.K. : Transport Sector in India</p>	CO2
Introduction to Health Health sector in India International health	<p>Basic concepts of health & diseases (Components of health, Spectrum of diseases, Epidemiological triad, Concepts of diseases, Levels of prevention, Disease intervention, Indicators of health & disease)</p> <p>Indian health system, Review of different committee, National Health Programmes (Malaria, Leprosy, Dengue, AIDS, Cancer, NCDs, RCH, NRHM), Current National Health Policy.</p> <p>WHO, UNICEF, Rockefeller foundation, Ford foundation, International Red cross, CARE. E-health, m-health, Medical tourism.</p>	<p>Park K Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Pub.</p>	CO3
Health service management	<p>Monitoring & Surveillance, Disparities in health services, Budgeting, Control, Pricing & Efficiency, Cost benefit analysis & Cost effectivity analysis.</p>	<p>Gupta Sumedha : A Text Book of Healthcare Management, Kalyani Publishers</p>	CO4

Recommened Books:

1. Srinivasa, S.R. : A Text Book of Transportation System.
2. Mishra, B and Choudhuri, P.K. : Transport Sector in India
3. Kulashrestha, D.K : Transport Management in India, Mittal Publication.
4. De, B.K. : Public Systems Management, New Age International
5. Gupta Sumedha : A Text Book of Healthcare Management, Kalyani Publishers
6. Park K Park's Textbook of Preventive and Social Medicine, Banarasidas Bhanot Pub.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA502.1	3	2	3				3	
BBA502.2	3	2	3				3	
BBA502.3	2	3	3				3	
BBA502.4	3	3	2				3	

3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1 : Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.

Competency	Indicators
1.1 Demonstrate competencies in Business Construction Model & Decision Making Model 1.2 Demonstrate competencies in evaluation of each of the alternatives	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration minute details and factors that influences a business. 1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.

PO 2 : Identification of the Nature of a Problem Area

Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2. Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.

PO 3 : Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 7 : Deployable Skill set.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem,
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.2 deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Dr. Soumik Gangopadhyay



(Name)

(Signature& Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature& Date)

Course code	BBA(MM) 503					
Course title	Consumer Behavior					
Scheme and Credits	L	T	P	S	Credits	Semester
	3	1	0		2	V
Pre-requisite (if any)	Fundamental Knowledge of Marketing					

Course Objectives:

1. To understand the holistic view of the consumer behavior to apply the concepts to what customers do in "the real world"
2. To develop familiarity with the advances in consumer research in deciphering consumer motivation and behavior (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions
3. To understand the process, concept & applicability of consumer diffusion of innovation process
4. To understand Organizational Buying highlighting the concepts & scope

Course Outcomes (COs):

- CO1:** Students would be proficient and knowledgeable about the various disciplines contribution in understanding buyer behavior in a holistic manner
- CO2:** Students would be equipped with knowledge of various models and frameworks to help understand buyer behavior and align the knowledge with formulation of appropriate marketing strategies.
- CO3:** Students would be able to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs by applying the concept of diffusion of innovation
- CO4:** Students would be able to develop & apply the knowledge of and skill in organizational buying behavior so that they can differentiate it from consumer buying behavior

Course content:

Modules	Topics	Text Book as per Syllabus	CO
Consumer Behavior - Concept, Process & Models	Understanding Consumer Behavior Meaning & definition of Consumer Behavior Marketing concept, societal marketing concept Disciplines involved in the study of consumer behaviour, Scope and importance of consumer behaviour, Factors influencing consumer behaviour	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO1 & CO2
	Consumer Decision Making Consumer buying decision making process Situational influences & the decision making process Routinized response, limited and extensive problem solving behavior, Low/high effort/involvement decision making		
	Consumer Behavior Models Stimulus-Response Model, Black Box Model		
	Diffusion of Innovation Concept of Diffusion, Innovation & Consumer Behavior, Adoption Process & Adopters - Types & characteristics		
Consumer as an Individual	Consumer Motivation, Consumer Perception and perceived risk, Consumer Attitudes, Consumer Learning, Consumer Personality & Self Image	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO3
Consumer as a Group Member Specially from Indian Perspective	Consumer as a part of Social & cultural Settings Influence of Groups-Reference groups, Influence of Culture & Sub-culture Indian consumer Diversity in Indian Consumer on the basis of socio-economic parameters, The rural-urban divide; Earning & spending patterns of the Indian consumers	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO3

Organizational Buying Behavior	Organizational Buying Concept, Meaning & Characteristics of Organizational Buying, Differences between Industrial Markets and Consumer Markets, Differences between Organizational and Consumer Buying, Factors influencing Organizational Buying Behaviour, Organizational Buying Decision Making Process	Leon G Schiffman & Leslie Kanuk: Consumer Behavior	CO4
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Recommended Text Books:**Text Book:**

1. Leon G Schiffman & Leslie Kanuk: Consumer Behavior

References:

1. Michael Solomon: Consumer Behavior PHI
2. Batra & Kazmi: Consumer Behavior, Excel Book
3. Ramanuj Majumder: Consumer Behavior, PHI

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA(MM)503.1	3	3	2				3	3
COBBA(MM)503.2	3	3	2				3	3
COBBA(MM)503.3	3	3	2				3	3
COBBA(MM)503.4	3	3	2				3	3

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

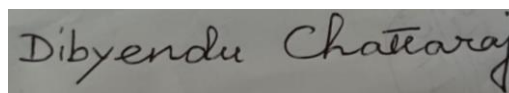
PO & PI Mapping:

PO 1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competence in understanding the fundamentals of Consumer Behavior	1.1.1 Identify the factors required for a managerial career by learning the fundamentals and concepts of consumer behavior.

	1.1.2 Apply their basic concepts of consumer behavior for a variety of organizations.
Competency	Indicators
PO 2 : Identification of the nature of a problem area Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
2.1 Demonstrate various consumer research based marketing techniques and skills applicable for business	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for marketing manager to practice in an organization.
	2.1.2 Apply by learning the various consumer behavior based concept, theories and their implications towards sustainability of business.
PO 3 : Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
	3.1.2 Follow up the changes that are occurring due to the implementation
PO 7: Deployable Skill Set Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1 Demonstrate how to identify problems or shortcomings in purchase decision making process	7.1.1 Identify the consumer purchase decision making process and its impact on business.
	7.1.2 Explain the concept of post purchase evaluation & its impact on repeat purchase.
7.2 Demonstrating the ability to apply the learned skill set as and when required to solve problems	7.2.1. Ability to implement the principles of consumer behavior
PO 8 Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators

8.1 Demonstrate concept and skills of consumer behavior	8.1.1 Identify the concept of consumer behavior to make better market related decisions and to make decisions in expected business intricacies..
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Submitted by: Dibyendu Chattaraj



(Name)

(Signature& Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature& Date)

Course code	BBA(MM)504					
Course title	SALES & DISTRIBUTION MANAGEMENT <u>Contents</u> Fundamentals of Sales & Distribution Management					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	1	0		4	V
Pre-requisite (if any)	Basic knowledge of Management					

Course Objective:

1. To realize the structure of a sales organization.
2. To identify the tools of sales.

3. To understand different tools of sales
4. To sense the changing formats of sales

Course Outcome:

1. Able to understand the relevance of sales organizations in corporate.
2. Apply sales tools for organizational development.
3. Can select appropriate sales tools for effective outcome.
4. Can relate the necessity of changing format of sales organization.

Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Introduction to Sales Management	Nature & scope of personal selling & sales management, Roles and functions of a sales manager. Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up).	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO1
Planning and Organizing Sales Force Efforts	Strategic planning and sales organization, Sales department relations, Distribution Network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas. Quantitative and qualitative requirements of sales force planning – determination of sales force size, Job analysis of sales people.	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO2
Recruitment, Selection, Training, Development, Directing & Controlling the Sales Force	Need and purpose of training, Types of training, Designing a training programme - ACMEE model. Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating. Analyses of sales, Costs & Profitability, Evaluation of sales force performance.	Panda, Sahadev: Sales & Distribution Management; OUP Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.	CO3

Marketing Channels design and Management	Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, stockists, sales agents, brokers, franchisers, C&F agents, and retailers. Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and conflict. Types of different retail format. Growth of online retails.		CO4
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Recommened Books:

1. Panda, Sahadev: Sales & Distribution Management; OUP
2. Pradhan, S : Retailing management, TMH
3. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force; TMH
4. Johnson, Kurtz & Scheuing: Sales Management Concept, Practices & Cases; McGraw Hill.
5. Krishna K Havaladar and Vasant M Cavale: Sales and Distribution Management (Text and Cases), McGraw Hill.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 504.1	2	3	3				3	
BBA 504.2	3	3	2				3	
BBA 504.3	3	2	3				3	
BBA 504.4	2	3	3				3	

3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competencies in Business Construction Model & Decision Making Model	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration

1.2 Demonstrate competencies in evaluation of each of the alternatives	minute details and factors that influences a business. 1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
PO 2 : Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1 Ability to contribute towards problem solving methods,
2.2. Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
PO 3 : Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment,
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 7: Deployable Skill set.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem,
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when

	necessity arises.
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Submitted by: Dr. Soumik Gangopadhyay



(Name)

(Signature& Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature& Date)

Course code	BBA(MM) 505					
Course title	Brand & Retail Management					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	..	1		4	5
Pre-requisite (if any)					

Course Objectives: At the conclusion of this course, the successful student will be able to:

1. Define the concepts and explain the purpose of branding & Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.
2. Describe the process and methods of brand management, including how to establish brand identity and build brand equity and the process of effective branding strategies.

3. Familiarize the students with organized retail and, the value it creates & the strategic and operational decision-making processes in the organized retail.
4. Relate the supply chain activities which create the value in the organized retail industry

Course Outcome:

CO 1: Understand the fundamental concepts of brand management in developing marketing skills

CO 2: Develop & analyze various Branding Strategies used for the business based on competition, Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions

CO 3: Understand the functions of retail business, the dynamic retail environment and exposure to issues & developments in the retailing industry

CO 4: Understand the key drivers of Retail Market to select a retail store location and including product pricing.

Course content:

Modules	Topic	Text Book as per Syllabus	CO
1	<p>Branding Concepts: Introduction to Brand; Brand and Branding Basics; Relationship of Brands with Customers; Building. Successful Brands.</p> <p>Terms associated with Brands: Understanding Various Terms; Brand Names and Brand Extensions; Co-Branding and Corporate Branding; Brand Associations and Brand Image.</p>	Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press	CO1
2	<p>Management of Brand: Brand Loyalty; Brand Relationship; Brand Equity; Brand Management</p> <p>Brand Selection: Brand and Consumer Buying Process; Consumer Search for Brand Information; Issues associated with Effective Brand Name; Added Values Beyond Functionalism; Brand Personality; Branding to make Tangible the Intangible.</p>	Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press	CO2
3	<p>Introduction to Retail Management: Introduction to Retailing, Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of Retail Development, Retail Formats.</p>	Managing Retail, Piyush Kumar Sinha & Dwarka Prasad Uniyal	CO3

	Retail operations: Category & Merchandize management, Visual Merchandizing, Store operations, IT in Retail, Supply chain innovations.		
4	<p>Retail Market Segmentation: Introduction, the benefits of market segmentation, Targeting & Positioning, Criteria for effective market segmentation, Dimensions for segmentation, Market Targeting: Choosing the segments to focus, Customer profile.</p> <p>Indian Retail Scenarios: Characteristics of Indian retail consumers, Category share in Indian Retail Spending. Major Indian Retailers, Major Challenges: Supply Chain, Infrastructure and Major Competition: The unorganized sector.</p>	Managing Retail, Piyush Kumar Sinha & Dwarika Prasad Uniyal	CO4

Recommended Books:**Text Book:**

1. Brand Management, Principles and Practices, Kirti Dutta, Oxford University Press
2. Managing Retail, Piyush Kumar Sinha & Dwarika Prasad Uniyal

References:

1. Retailing Management: Text and Cases, Swapna Pradhan, McGrawHill.
2. The New Strategic Brand Management: Advanced Insights and Strategic Thinking, Jean-Noël Kapferer, Kogan.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6		PO8
BBA_505_1	3	-	1			2		2
BBA_505_2	3	2	-			3		1
BBA_505_3	3	3	2			-		3
BBA_505_4	3	3	2			3		2

3= Strong 2=Average 1=Weak

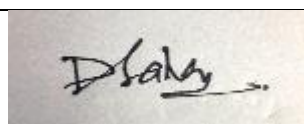
PO & PI Mapping:

PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competence in understanding the fundamentals of Brand Management	1.1.1 Apply knowledge of the nature and processes of branding and brand management. 1.1.2 Evaluate the scope of brand management activity across the overall organizational context and analyze how it relates to other business areas.
PO 2: Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
Competency	Indicators
2.1 Demonstrate an ability to identify factors affecting the growth of brand	2.1.1 Categorize the key issues in managing a brand portfolio and making strategic brand decisions. 2.1.2 Illustrate and justify brand development decisions.
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1 Demonstrate the branding strategies for effective use in marketing	3.1.1 Understand the Branding Concepts and develop their marketing skills. 3.1.2 Develop various Branding Strategies used for the business based on competition.
PO 6 : Communication skills will be enhanced in Synchronization with the functioning of the business application	
Competency	Indicators
6.1 Demonstrate the brand communication process	6.1.1 Identify the best brand communication Method and its impact among the customers. 6.1.2 Explain the Brand Equity and Evaluate the performance of various Brands

PO 8: Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.

Competency	Indicators
8.1 Demonstrate techniques required for successfully establish Brand sustainability brands and extensions.	<p>8.1.1 Identify the roles of manager in problem solving and promotion in their profession.</p> <p>8.1.2 Identify the social impact of branding, co-branding, and re-branding on target groups and society at large.</p>

Submitted by : Dr. Dipak Saha



(Name)

(Signature & Date)

Received by : Dr. Rabin Mazumder



(HOD)

(Signature & Date)

Course code	BBA(HR) 503					
Course title	Human Resource Planning					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	0	1	0	4	5th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the importance of Planning in the field of Human Resource Management and to study techniques of HR-forecasting
2. To enable students to study the concept of Human Resource Information System, Job Analysis, HR Audit , HR Accounting and also enable them to understand their importance
3. To enable students to understand the importance of Career Planning, Succession Planning and their importance in organizational and personal life
4. To enable students to apply their knowledge of Human Resource Planning in the different fields of Human Resource Management

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Human Resource Planning and its importance in the practical world

CO 2: Students will be able to identify, define and solve Human Resource Planning related problems with the concept of HRIS, HR Audit, HR Accounting and other areas

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to Career Planning and Succession Planning

CO 4: Ensuring overall development of students by applying the knowledge of Human Resource Planning in the different fields of Human Resource Management

Course content:

Modules	Topic	Text Book as per Syllabus	CO

Module 1	<p>Basic Concept – Brief idea about Human Resource Planning or HRP, Importance of HRP, Objectives of HRP, Process of HRP, Responsibility for HRP, Limitation of HRP, How to do Effective HRP, Case Study</p> <p>Forecasting – Concept of forecasting, Types of forecasting, Techniques of forecasting - Trend Analysis, Work Load Analysis, Markov Analysis, Manpower Gap Analysis, Job Analysis, Manpower Inventory Analysis, Staffing Table, Replacement Chart, Practical Problem Solving</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
Module 2	<p>Human Resource Information System – Concept and Procedures, Case Study and Preparation of HRIS for an organization</p> <p>Job Analysis - Job Analysis - Concepts, Process, Job Description, Job Specification, Limitations; Job Evaluations – Concepts, Methods, Limitations, Case Study</p> <p>Measurement of Human Resource Planning- HR Audit and HR Accounting.</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books.	CO2
Module 3	<p>Career Planning – Concept of Career Planning, Career Anchor, Career Path, Career Goal, Career Development and Career counselling, Career Stages, How do people choose career, Career Planning vs human Resource Planning, Process of Career Planning</p> <p>Succession Planning – Concept of succession planning, Replacement Chart</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO3
Module 4	<p>Application of HRP in Different Areas – Recruitment, Redundancy, Training, Career Plan</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

Recommended Books:

Text Book:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books.
2. Essentials of Human Resource Management: T.N.Chhabra & Monica S. Chhabra : Sun India's Publication.

References:

1. Essentials of HRM and Industrial Relations by P. Subba Rao: Himalaya Publication House.
2. Human Resource Management by Gary Dessler and Biju Varrkey: Pearson Publication.

3. The Manpower Planning Handbook by Bennis, M. & Casson, J.: McGraw Hill Publication
4. Planning Corporate Manpower by Bell, D. J.: Longman

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)503 CO1		3	2			2	2	
BBA(HR)503 CO2		3	3			3	2	
BBA(HR)503 CO3		3	3			2	2	
BBA(HR)503 CO4		3	3			3	2	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:


PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing.
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems.	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented).
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps	6.1.1. Continuation of Professional development

in a business strategy, and to be able to close these gaps.	and observation skills. 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
PO 7: Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga



(Name)

(Signature& Date)



Received by : Dr. Rabin Mazumder

(HOD)

(Signature& Date)

Course code	BBA(HR)504					
Course title	Human Resource Development					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	0	1	0	4	5.
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable students to study and understand the basic concept of Human Resource Development and Training
2. To enable students to understand the practical applications of training in terms of preparing Training Budget and Evaluating Training Programme.
3. To enable students to understand the concept and different techniques of Management Development Programme (MDP)
4. To enable students to understand the different concept of specialized training and their application

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Human Resource Development and Training and their importance in the practical world

CO2. Students will be able to identify, define and solve real-life problems like Preparation of training Budget and Evaluation of Training Programme

CO3: Students will be able to identify the differences between general training programmes and MDPs and will also be able to apply different techniques of MDPs as the case may be

CO4. Students will understand the contemporary issues and will get some wider exposure with respect to the global perspective and ensuring overall development of students

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Module -1: Basic Concept of Human Resource Development : Meaning, Scope , Importance and Purpose of HRD Module-2 : Concept of Training - Introduction,	Human Resource Management Text and Cases: V.S.P. Rao,	CO1

	<p>concept of training , objectives of training, need of training , concept of development , difference between training and development, case study</p> <p>Module –3: Types of Training - Induction training, supervisory training , apprenticeship training, managerial training, workers’ education programme , practical application</p> <p>Module – 4: Method of Training – On-the-job training and off-the-job training, difference between On-the-job training and off-the-job training, some important training methods - Lecture Method, case study method, role-playing method, management games, practical assignment methods, brainstorming.</p>	Excel Books	
Module 2	<p>Training Evaluation Methods: The Kirkpatrick Four-Level Approach, Kaufman’s Five Levels of Evaluation of Training Impact, The CIO Approach to Evaluate Training Impact, and The Philip’s Five Level ROI Framework to Evaluate Training.</p> <p>Training Budget and Training Calendar– Concept, Practical - preparation of training budget and training calendar, Selection of key resource persons for a training.</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO2
Module 3	<p>Management Development Programme – Concept of MDP, Objectives, Steps of MDP, Case Study</p> <p>MDP Techniques: Job rotation, assistant to position, project on board, classroom, hands-on, MDP audit , Practical Session on preparation of a questionnaire to identify the MDP needs of an organization</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO3
Module 4	<p>Specialized Training: E-learning, HRIS, CBT, OBEL, Managerial Grid Training, Sensitivity Training, Practical: Designing an OBEL for the executives of an organization</p> <p>Emerging Areas: Green HRM, Work-life-balance, competency mapping, multi skilling, and knowledge employee, learning organization.</p> <p>Career Development : Concept of Career Development, Individual Career Development and Organizational Career Development, Career Management</p>	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

Recommended Books:

Text Book:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Essentials of Human Resource Management by T.N. Chhabra , Monica S. Chhabra : Sun India Publication

References:

1. Essentials of HRM and Industrial Relations by P. Subba Rao: Himalaya Publication House
2. Human Resource Management by Gary Dessler and Biju Varrkey: Pearson Publication
3. Personnel Management Text & Cases by C.B. Memoria and S.V. Gankar : Himalaya Publication House

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)504 CO1		3	2			2	3	
BBA(HR)504 CO2		3	3			3	2	
BBA(HR)504 CO3		3	3			2	3	
BBA(HR)504 CO4		3	3			2	3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
PO3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing	6.2.1. Ability to study the changes in preferences

trends in a business and operation of the functional areas accordingly.	of customers. 6.2.2. Study in the changes in political & technological environment.
PO 7: Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga

*Saikat Chakrabarti**Rabin Mazumder*

Received by: Dr. Rabin Mazumder

(HOD)

(Signature & Date)

Course code	BBA(HR) 505					
Course title	Employee Compensation and Administration					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	0	1	0	4	5
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the importance of Employee compensation in the field of Human Resource Management and to study the process and techniques of Job evaluation
2. To enable students to study the concept of pay rates, pay structures, choices in designing compensation system and also enable them to understand their importance
3. To enable students to understand the importance of Wage policies, fixation and regulation of wages and their importance in organizational and personal life
4. To enable students to apply their knowledge of Employee Compensation, incentives and fringe benefits in the different fields of Human Resource Management

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Job evaluation and its importance in Employee compensation and administration and practical world

CO 2: Students will be able to identify, define and solve Employee compensation related problems with the concept of Pay rates, Pay structures, choices in designing compensation system and other areas

CO 3: Students will understand the contemporary issues and will get some wider exposure with respect to fixation and regulation of wages and wage policies.

CO 4: Ensuring overall development of students by applying the knowledge of Compensation, incentives, fringe benefits in the different fields of Human Resource Management

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Concept of Job Evaluation, Process of Job evaluation, Job evaluation methods, Case Study.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
Module 2	Introduction to Compensation Administration, Determining Pay rates, Components of pay structure in India, factors influencing compensation levels, choices in designing a compensation system, Managerial compensation, Case Study.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO2
Module 3	Wage and Salary Administration, Wage policy in India, Fixation and regulation of wages, wage differentials, Methods of wage payment.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO3
Module 4	Incentive plans, Individual Incentives, Team based incentive plans, Organization Wide incentive plans, and incentive schemes for indirect workers, Fringe Benefits.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO4

Recommended Books:**Text Book:**

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books

References:

1. Compensation Management by Dipak Kumar Bhattacharyya
2. Compensation Management, Text and Cases, Excel Books by Tapomoy Deb

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)505 CO1		3	2			2	2	
BBA(HR)505 CO2		3	3			3	2	
BBA(HR)505 CO3		3	3			2	2	
BBA(HR)505 CO4		3	3			3	2	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
PO 7 : Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem

	and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Prof. Lavanya Deepika Tigga

Prof. Dr. Saikat Chakrabarti

(Name)

(Signature& Date)

Received by : Dr. Rabin Mazumder



(HOD)_____
(Signature& Date)

Course Code	BBA(FM) 503					
Course Title	Direct Taxation <u>Contents</u> Fundamentals of Direct Taxation.					
Scheme and Credits	L	T	P	S	Credits	Semester
	4	0	0	0	4	V
Pre-requisite (if any)	Basic knowledge of Commerce					

Course Objectives:

1. To make the students understand the basic concepts, definitions and terms related to direct taxation.
2. To make the students understand the concept of residential status thus making them understands the scope of total income for an assessee with different kinds of residential status.

3. To make students understand the various heads under which income can be earned in India. To make students understand the procedure for computation of income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources.
4. To make the students determine the net total taxable income of an assessee after reducing the deductions from the gross total income earned from all or any of the five heads of income and also to compute tax based on slab rates.

Course Outcome:

- CO 1: Students will be able to demonstrate progressive learning of various tax issues and tax forms related to individuals.
- CO 2: Students will demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
- CO 3: Students will learn relevant managerial accounting career skills, applying both quantitative and qualitative knowledge to their future careers in business.
- CO 4: Students will demonstrate progressive affective domain development of values, including but not limited to receiving and responding to: the role of accounting in society, business ethics, environmental and global societal sustainability, and/or career opportunities. In advanced accounting courses beyond the introductory level, affective development will also progress to the valuing and organization levels.

Course Content:

Modules	Topics	Text Book as per Syllabus	CO
Basic Concepts and Definitions under IT Act	a. Assesse, Previous year, Assessment year, Person, Income, Sources of income, Heads of income, Gross total income, Total income, Maximum marginal rate of tax, Tax Evasion, Tax avoidance, Tax planning. b. Residential Status and Incidence of Tax of Individual. c. Agricultural Income - Concept.	<ul style="list-style-type: none"> Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. 	CO1
	a. Income from Salaries.	<ul style="list-style-type: none"> Ahuja and Gupta, Direct Taxes Law 	CO3

Heads of Income and Provisions governing Heads of Income	b. Income from House Property. c. Profits and Gains of Business and Profession - Concept. d. Capital Gains - Meaning and types of capital assets, basic concept of transfer, cost of acquisition, cost of improvement and indexation, computation of STCG and LTCG. e. Income from Other Sources - Concept.	and Practice, Bharat. • Singhanian V.K. and Singhanian K, Direct Tax Law and Practice, Taxmann. • Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.	
Deductions from Gross Total Income	Deductions from Gross Total Income - Basic concepts, deductions u/s 80C, 80CCC, 80D, 80DD, 80E, 80G, 80TTA, 80U.	• Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. • Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.	CO2
Basis of charge excluding deemed dividend	a. Set off and Carry Forward of Losses, Mode of set off and carry forward, inter source and inter head set off. b. Computation of GTI.	• Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. • Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.	CO4

Recommended Books:**Text Book:**

1. Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann.
2. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.

References:

1. Ahuja and Gupta, Direct Taxes Law and Practice, Bharat.
2. Lal and Vashist, Direct Taxes, Pearson.

CO-PO Mapping

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 503 - CO1		3	3			2	2	
BBA(FM) 503 - CO2		3	2			3	3	
BBA(FM) 503 - CO3		3	2			3	3	
BBA(FM) 503 - CO4		2	3			3	3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2: Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 Understanding a problem or issue belongs to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influences the business.
PO3: Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem	3.1.1 Capability of implementation of a decision after proper assessment, 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
PO 6: Integration of Functions	
Competency	Indicators

6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
PO 7: Deployable Skill set	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Prof. Arkaprava Chakrabarty



(Name)

(Signature & Date)

Prof. Ajanta Ghosh



(Name)

(Signature & Date)

Received by: Dr. Rabin Mazumder



(HOD)

(Signature & Date)

Course Code	BBA(FM) 504					
Course Title	Financial Management <u>Contents</u> Fundamentals or basic concepts of Financial Management.					
Scheme and Credits	L	T	P	S	Credits	Semester
	4	0	0	0	4	V
Pre-requisite (if any)	Basic knowledge of Financial Management					

Course Objective:

1. To provide an in-depth view of the process in financial management of the firm.
2. To develop knowledge on the allocation, management and funding of financial resources.
3. To improve students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. To enhance student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Course Outcome:

- CO 1: Students will be able to demonstrate progressive learning of various tools used to analyse the financial position of a firm.
- CO 2: Students will demonstrate progressive learning in the elements of managerial decision making, including planning, directing and controlling activities in a business environment.
- CO 3: Students will learn relevant managerial accounting career skills and will be able to apply both quantitative and qualitative knowledge to appraise practical situations.
- CO 4: Students will demonstrate progressive affective domain development of values, appraise short term and long term decisions regarding major capital investments and raising finances in the

most optimum manner in real life scenarios. An overall idea of these concepts will enable the students to operate efficiently in a practical world which will help them in becoming financial analysts of the future.

Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Meaning and Scope of Financial Management & Capital Budgeting	a. Profit vs. wealth maximization; financial functions – investment, financing, and dividend decisions. b. Time value of money; Compounding and Discounting techniques, concept of Annuity and Perpetuity, Payback period, Accounting rate of return, net present value, Internal rate of return. Profitability Index.	<ul style="list-style-type: none"> Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	CO 1
Cost of Capital & Working Capital Management	a. Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital. b. Nature of working capital, Significance of working capital, Operating cycle and determinants of working capital requirements.	<ul style="list-style-type: none"> Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. Kar S and Bagchi N; Financial Management – Dey Book Concern. 	CO 4
Leverage	a. Operating and Financial Leverage, Effects on Profit, Indifference Point Analysis, EBIT-EPS Analysis.	<ul style="list-style-type: none"> Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH. 	CO 3
Capital Structure	a. Designing optimum capital structure; Different theories. (NI,	<ul style="list-style-type: none"> Kar S and Bagchi N; Financial 	CO2

Decision & Concept of Dividend Factors	NOI &MM). b. Determinants of dividend, Walter, Gordons, MM.	Management – Dey Book Concern.	
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Recommended Books:

- Khan M.Y. and Jain P.K.: Financial Management - Text and Problems, TMH.
- Prasanna Chandra: Financial Management - Theory and Practice, TMH.

References:

- Pandey I.M.: Financial Management, Vikas Publishing House.
- Saha, Tapas Ranjan: Basic Financial Management, World Press.
- Kar S and Bagchi N; Financial Management – Dey Book Concern.

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 504 - CO1		3	2			2	3	
BBA(FM) 504 – CO2		2	3			2		2
BBA(FM) 504 – CO3		2				3	2	2
BBA(FM) 504 – CO4		2	2			3	2	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2: Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area	2.1.1 Ability to contribute towards problem

that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	solving methods, 2.1.2 understanding a problem or issue belong to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
PO3: Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1 Capability of implementation of a decision after proper assessment. 3.1.2 Follow up the changes that are occurring due to the implementation. (situation analysis methods can be of use) 3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented).
PO 6: Integration of Functions	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
PO 7: Deployable Skill set	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

PO 8: Moral Sensitivity	
Competency	Indicators
To Demonstrate the ability to identify that there is a moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence
8.2 Demonstration of the ability to solve the moral dilemma.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society

Submitted by: Prof. Arkaprava Chakrabarty

(Name)

(Signature & Date)

Prof. Ajanta Ghosh

(Name)

(Signature & Date)

Received by: Dr. Rabin Mazumder

(HOD)

(Signature & Date)

Course Code	BBA(FM) 505					
Course Title	Financial Institutions and Markets <u>Contents</u> Fundamentals or basic concepts of Indian Financial Systems and Financial Market Operations.					
Scheme and Credits	L	T	P	S	Credits	Semester

	4	0	0	0	4	V
Pre-requisite (if any)	Basic knowledge of Financial Markets.					

Course Objective:

1. To interpret a variety of financial systems, how they operate, who uses them and their role in economies, including financial and economic parameters and evaluate the historical development of regulations and supervision of financial markets for both bank based and market based systems;
2. To assess and test the theoretical concepts underlying money and capital markets;
3. To assess information related to financial issues in a global context with an emphasizes on the advantages and complexity of being international;
4. In the context of financial markets, integrate ethical and sustainable reasoning in analyses, evaluations and decisions

Course Outcome:

- CO 1: Students will be able to demonstrate progressive learning of various financial system, who operates them and their role in economies of a country
- CO 2: Students will demonstrate progressive learning in the elements of money market and capital market and learn practical means of raising funds from the same.
- CO 3: Students will learn relevant managerial skills to effectively operate in the financial markets
- CO 4: Students will demonstrate progressive affective domain development of values, sustainable reasoning and will develop a fair idea about the financial instruments, markets and services.

Modules	Serial of Modules	Text Book as per Syllabus	CO
Financial System and Its Components	a. Meaning, Significance and Role of the Financial System; Components of the Financial System; The structure of Indian Financial System.	<ul style="list-style-type: none"> • Khan, M. Y., Indian Financial System-Theory and Practice, TMH. 	CO1
Financial Markets	c. Money Market: Functions and Instruments; Role of Central Bank; Indian Money Market: An Overview, Call Money Market, Treasury Bills	<ul style="list-style-type: none"> • Khan, M. Y., Indian Financial System-Theory and Practice, TMH. • Nayak and Sana, Indian 	CO2

	<p>Market, Commercial Paper (CP) Market, Certificate of Deposit (CD) Market; Concepts- Repo, Reverse Repo.</p> <p>d. Capital Market: Functions and Instruments; Primary and Secondary Markets- Functions and inter-relationship, Methods of New Issues; Indian debt market and equity market; Market Intermediaries- Brokers, Sub-Brokers; Role of Stock Exchanges in India.</p>	Financial System, Rabindra Library.	
Financial Institutions	<p>a. Commercial banking: Functions of Commercial Banks, Credit creation by commercial banks and its limitations; Reserve bank of India: Functions, Credit Control and Monetary Policy; Development of Financial Institutions in India (NABARD, EXIM, IDBI, SIDBI, RRB, LIC) Mutual Funds: Concept of Mutual Fund Non-Banking Financial Companies (NBFCs): Concept.</p>	<ul style="list-style-type: none"> • Khan, M. Y., Indian Financial System-Theory and Practice, TMH. • Nayak and Sana, Indian Financial System, Rabindra Library. 	CO3
Financial Services	<p>c. Merchant Banks: Functions and Role, SEBI Regulations; Credit Rating: Objectives and Limitations, SEBI Regulations; Credit Rating Institutions and their functions.</p>	<ul style="list-style-type: none"> • Nayak and Sana, Indian Financial System, Rabindra Library. 	CO4

Recommended Books:

- Nayak and Sana, Indian Financial System, Rabindra Library.
- Basu, A, Mazumdar, D, Datta S., Indian Financial System, ABS

References:

- Khan, M. Y., Indian Financial System-Theory and Practice, TMH.
- Majumder S., Indian Financial System.

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 505 - CO1		3	2			2	2	
BBA(FM) 505 – CO2		3	2			3	2	
BBA(FM) 505 – CO3		3	3			2	3	
BBA(FM) 505 – CO4		2	2			3	2	

PO & PI Mapping:

PO 2: Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 understanding a problem or issue belong to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
PO3: Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem	3.1.1 Capability of implementation of a decision after proper assessment, 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
PO 6: Integration of Functions	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
PO 7: Deployable Skill set	
Competency	Indicators

7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by: Prof. Arkaprava Chakrabarty



(Name)

(Signature & Date)

Prof. Ajanta Ghosh



(Name)

(Signature & Date)

Received by:



(HOD)

(Signature & Date)

Course code	MOOCs(BBA) 521					
Course title	Business Analytics - V					
Scheme and Credits	L	T	P	S	Credits	Semester-
	1	0	1	0	2	V
Pre-requisite (if any)	Basic knowledge of statistics					

Course Objectives:

1. To enable the students to identify which statistical test they need to perform for categorical variables in SPSS
2. To enable the students to identify which statistical test they need to perform when the variables are categorical and continuous in SPSS
3. To enable the students to perform correlation test in SPSS
4. To enable the students to perform regression test in SPSS

Course Outcome:

- CO 1: Students will be able to recall and use SPSS to perform analysis between categorical variables.
- CO 2: Students will be able to recall and use SPSS to perform analysis between categorical and continuous variables.
- CO 3: Students will be able to recall and use SPSS to perform analysis between continuous variables using correlation.
- CO 4: Students will be able to recall and use SPSS to perform analysis between continuous variables using regression.

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1: Analyzing Data between categorical variables	Analyzing data using Crosstabs, Running Chi-square test	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO1
Module 2: Analyzing Data between	Working with Compare means dialog box, running Independent-samples t-test, running summary	Keith McCormick, Jesus Salcedo, SPSS for	CO2

categorical and continuous variables	independent-sample t-test	dummies, Wiley	
Module 3: Analyzing Data between continuous variables	Viewing relationships between variables, running the bivariate procedure	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO3
Module 4: Analyzing Data between continuous variables	Running the linear regression procedure, making predictions.	Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley	CO4

Recommended Books:**Text Book:**

1. Keith McCormick, Jesus Salcedo, SPSS for dummies, Wiley

References:**CO-PO Mapping:**

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
MOOCs(BBA)521 CO1	2		2	2			3	
MOOCs(BBA)521 CO2	2		3	3			2	
MOOCs(BBA)521 CO3	2		3	3			2	
MOOCs(BBA)521 CO4	2		2	3			3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 1 : Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competencies in Business Construction Model & Decision-Making Model	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration minute details and factors that influences a business.
1.2 Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis

	methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 4: Communication skills will be enhanced in Synchronization with the functioning of the business analytics algorithms.	
Competency	Indicators
4.1 To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication, 4.1.2. To be able to select proper language and words when making written communication.
4.2 To Demonstrate the ability to pursue stakeholders and enhancing the convincing skills.	4.2.1. Ability to present oneself groomed properly and uses formal gestures with appropriate body language.
PO 7: Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Prof. Lavanya Deepika Tigga

(Name)

(Signature& Date)

Rabin Mazumder

Received by :

Dr. Rabin Mazumder
(HOD)

(Signature& Date)

Semester-VI

Course code	BBA 601					
Course Title	Business Research Methods					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	0	0		3	6 th
Pre-requisite (if any)	Descriptive statistics & probability					

Course Objectives:

1. To familiarize students with basic of research and the research process.
2. To help students in conducting research work and making research reports.
3. To identify various sources of information for literature review and data collection.
4. To write a research report and thesis & research proposal

Course Outcome:

- CO 1: Ability to understand root notion and significance of Research
 CO 2: Ability to learn and prepare data for research
 CO 3: Ability to analyse and conduct hypothesis tests
 CO 4: Ability to interpret results and present report.

Course content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Module 1	Introduction to Business research Research process Research Design	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	CO1
Module 2	Measurement & Scaling Questionnaire design Collection of data Data analysis	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers 2. Statistical Methods – N.G.Das (Vol I & II), Tata MacGraw-Hill.	CO2
Module 3	Sampling design Methods of estimation Testing of Hypothesis	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers 2. Statistical Methods – N.G.Das	CO3

		(Vol I & II), Tata MacGraw-Hill.	
Module 4	Data Interpretation Importance of interpretation Report writing	1. Research Methodology: Methods And Techniques – C.R.Kothari, New Age International Publishers	CO4

Recommended Books:**Text Book:**

1. Research Methodology: Methods and Techniques – C.R.Kothari, New Age International Publishers

References:

1. Statistical Methods – N.G.Das (Vol I & II), Tata MacGraw-Hill.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA301.1	2		3			3	3	
COBBA301.2	2		3			3	3	
COBBA301.3	2		3			3	3	
COBBA301.4	2		3			3	3	

PO & PI Mapping:

PO1: Assessment of Choices	
Competency	Indicators
1.1. Demonstrate competencies in Business Construction Model & Decision- Making Model	1.1.1. Ability to take up analytical approach for problem solving 1.1.2. Ability to take into consideration minute details and factors that influences a business.
PO3: Decision Making Skills	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment, 3.1.2 Follow up the changes that are occurring due to the implementation
PO6: Integration of Functions	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue.

6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers and
PO7: Deployable Skill set	
Competency	Indicators
7.2. Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by :

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA(MM)602					
Course title	Advertising & Sales Promotion					
Scheme and Credits	L	T	P	S	Credits	Semester
	4	0	0		4	VI
Pre-requisite (if any)	Fundamental Knowledge of Marketing					

Course Objectives:

1. To introduce students to the communication concepts and concepts of advertising as a part of promotion mix tools with a view to enabling them to plan, create and implement good advertising
2. To explore, judge and evaluate the creative aspects of advertising in general and advertising appeal, advertising campaign & advertising media in particular in their role in advertisement
3. To conceptualize the roles being played by the advertising agencies and to evaluate the impact of advertising
4. To introduce students to the concepts of sales promotion, theories, strategies, methods tools with a view to enabling them to frame effective sales promotion programs

Course Outcomes (COs):

- CO1:** Students would be proficient and knowledgeable about the various concepts of communication & advertising and its relation to Integrated Marketing Communication in a holistic manner
- CO2:** Students would be equipped with knowledge of various models and frameworks to understand advertising campaign and advertising media

CO3: Students would be able to analyze the role of advertising agencies in designing advertisement and would be able to explore the various social, economic & legal aspects of advertising with special reference to India

CO4: Students would be able to develop & apply the knowledge of and skill in developing & evaluating effective sales promotion programs

Course content:

Modules	Topics	Text Book as per Syllabus	CO
Communication & Advertising	<p>Communication:</p> <ul style="list-style-type: none"> • Concepts, Nature, Features, Objectives, Importance of communication • Types of Communication, Advantages & Disadvantages • Communication Process – Concepts, Elements of the Communication Process, • Application of the Communication process in Marketing, Steps to develop effective Marketing Communication • Communication process models • Concept of Integrated Marketing Communication <p>Advertising as Communication Mix Element:</p> <ul style="list-style-type: none"> • Nature, scope & purpose of Advertising • Functions and types of advertising • Difference with Sales Promotion • Role of advertising in Indian economic and social development • Economic and Social Implications of Advertising • Advertising process – an overview; • DAGMAR approach • Advertising budget, establishment and allocation, budgeting approaches. 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO1
Creative Aspects of Advertising & Media	<p>Creative Aspects of Advertising:</p> <ul style="list-style-type: none"> • Advertising appeals – concepts, types & roles • Advertisement copy, Its components and types, Copy writing, headlines, illustration, message; Preparing an effective advertising Copy • Advertising Campaign – concepts, types & planning, illustrations 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO2

	<ul style="list-style-type: none"> The importance of creativity in advertising <p>Advertising Media:</p> <ul style="list-style-type: none"> Types of media; Characteristics, merits & Demerits of different types of media Media planning and scheduling Selection of Media Category. Their reach, frequency & impact, Cost and other factors influencing the choice of Media. Role of media Digital Media & Advertising 		
Advertising Strategy & Impact of Advertising	<p>Advertising Agency:</p> <ul style="list-style-type: none"> Concept, Types, Roles, Functions, Organization and Importance Relationship with clients, advertising department; Selection Of Advertising Agency <p>Impact of Advertising</p> <ul style="list-style-type: none"> Measuring advertising effectiveness – Evaluation & Methods Legal and ethical aspects of advertising Regulation of advertising in India, ASCI 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO3
Sales Promotion	<p>Sales Promotion:</p> <ul style="list-style-type: none"> Meaning, nature, and functions; Importance of sales promotion & its role in marketing Limitation of sales promotion; Forms of sales promotion: Consumer oriented, Trade oriented & Sales force oriented sales promotion Sales Promotion Schemes: Developing & evaluating sales promotion programs, Integration of Sales Promotion with advertising 	Advertising and Sales Promotion, by Kazmi and Batra, Excel Books	CO4

Recommended Text Books:**Text Book:**

1. Advertising and Sales Promotion, by Kazmi and Batra, Excel Books

References:

1. Advertising Management, by Batra, Myers and Aaker, 5th Edition, PHI
2. Advertising: Principles and Practice, by Wells, Burnett and Moriarty, Pearson

3. Advertising Management: Concepts and Cases by Manendra Mohan, TMH Education
 4. Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
COBBA(MM)603.1	3	3	2	3	3	1	3	1
COBBA(MM)603.2	3	3	2	1	3	2	3	1
COBBA(MM)603.3	3	3	2	1	2	3	3	3
COBBA(MM)603.4	3	3	2	3	2	3	3	1

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 1: Assessment of Choices Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.1 Demonstrate competence in understanding the fundamentals of Communication & Advertising	1.1.1 Identify the knowledge & skills required for a managerial career by learning the fundamentals and concepts of Communication & Advertising
	1.1.2 Apply their basic concepts of Communication & Advertising for a variety of organizations.
Competency	Indicators
PO 2: Identification of the nature of a problem area Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
2.1 Demonstrate various consumer research based advertising techniques and skills applicable for business	2.1.1 Apply the outcomes of concepts with the current techniques and skills necessary for advertising professional to practice in an organization.
	2.1.2 Apply by learning the Advertisement based concept, theories and their implications towards growth of business.
PO 3: Decision Making Skills Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the	3.1.1 Capability of implementation of a decision after proper assessment & evaluation of advertising strategies,

advertising field.	3.1.2 Follow up the changes that are occurring due to the implementation of advertising plans & programs
PO4: Communication Skills Communication skills will be enhanced in synchronization with the functioning of the business analytics algorithms.	
Competency	Indicators
4.1. To Demonstrate the ability to make effective business communication.	4.1.1. Ability to choose appropriate words when making verbal communication,
	4.1.2. To be able to select proper language and words when making written communication.
PO5: Team Work Students will develop the capability of functioning efficiently within the teams	
Competency	Indicators
5.1. To understand Group Formation and Group Cohesiveness in advertising planning	5.1.1. Ability to understand the objective of the group and deciding a common goal while planning & developing advertisement.
5.2. To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.2.1. The ability to apply the behavioral science when functioning within the group to develop advertisement and sales promotion schemes .
PO 6: Integration of Functions Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstrate concept and skills of holistic view of Integrated Marketing Communication	6.1.1 Identify the concept of Integrated Marketing Communication to make better market related decisions and to make decisions in expected business intricacies.
PO 7: Deployable Skill Set Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1 Demonstrate how to identify problems or shortcomings in preparing advertising plan and media plan	7.1.1 Identify the advertisement process and media planning process and its impact on business.
7.2 Demonstrating the ability to apply the learned skill set as and when required to solve promotional problems	7.2.1. Ability to implement the principles of advertisement
PO 8: Moral Sensitivity Students will develop the capability to demonstrate increased level of sensitivity towards	

areas that require ethical and moral addressing during the course of business.	
Competency	Indicators
8.1. To Demonstrate the ability to identify that there is a moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence in advertising field.
8.2. Demonstration of the ability to solve the moral dilemma.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society by demonstrating ethical advertising.

Submitted by: Dibyendu Chattaraj

(Name)

(Signature& Date)

Received by :

(HOD)

(Signature& Date)

Course code	BBA(MM)603					
Course title	SERVICES MARKETING <u>Contents</u> Marketing of Service Product					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	1	0		4	IV
Pre-requisite (if any)	Basic knowledge of Marketing Management					

Course Objective :

1. To enable the students to understand the fundamental concepts of service product marketing.
2. To understand the process of designing a service.
3. To make strategic relevance of the service marketing mix.
4. To able to analyze the quality aspect of a service delivery.

Course Outcome:

1. Can able to understand the impact of service marketing decisions.
2. Can select appropriate decision making tool and apply it in a given situation to lead teams.
3. Can leverage use of tools for the service strategic design process
4. Can apply strategies for service product development.

Course Content:

Modules	Serial of Modules	Text Book as per Syllabus	CO
Fundamentals of Services	Introduction, Need and scope of service marketing, Reasons for growth of services, Contribution to economy, Different types of service sectors – traditional and new, Trends in service sector, Definition, Characteristics of services, Tangibility continuum, Marketing mix for services - product, price, place, promotion, physical evidence, people & process	1. Apte Govind, Services Marketing, Oxford 2. Verma, H.V. : Services marketing, Pearson	CO 1
Consumer behaviour & strategic planning	Service Experience- moments of truth, customer needs, expectations, perceptions, zone of tolerance, customer satisfaction, understanding the differences among customers, Understanding the customer and competition, Positioning of services, Service triangle concept, Creating service product, Customer value hierarchy, Flower of service, Service	1. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson 2. Gronroos, C.: Services management and marketing; Wiley	CO 2

	product mix, Branding service products		
Designing, Managing Services	Foundations of pricing, How service prices are different, Approaches to pricing, Designing service delivery system, Service blue Printing, Strategies for matching capacity & demand, Physical evidence, Servicescapes- types and role, customer response to environment, Critical importance of service employees, Problems and difficulties of boundary-spanning roles.	1. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education 2. Rao, K.R.M.: Services Marketing, Pearson Education Srinivasan R.: Services Marketing; PHI	CO 3
Service Quality	Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality, Strategies for delivering service quality through people, Service leadership and culture. Nature and characteristics of financial, hospitality, health-care, educational & professional, logistics, entertainment services and their respective marketing mix analysis.	1. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing; TMH	CO4

Recommened Books:

1. Apte Govind, Services Marketing, Oxford
2. Verma, H.V. : Services marketing, Pearson.
3. Haksever, C., Render, B., Russel, R., Murdick, R.: Service Management and Operations; Pearson
4. Gronroos, C.: Services management and marketing; Wiley
5. Lovelock, C., Wirtz, J. & Chatterjee, J.: Services Marketing; Pearson Education
6. Rao, K.R.M.: Services Marketing, Pearson Education Srinivasan R.: Services Marketing; PHI
7. Zeithaml, V.A., Bitner, M J, Gremler, D.D. & Pandit, A.: Service Marketing; TMH.

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA 604.1	3		2	3			3	
BBA 604.2		3	3				2	3
BBA 604.3	3	3	3				3	
BBA 604.4					3	3	3	3

3= Strong 2=Average 1=Weak

PO & PI Mapping:

Competency	Indicators
PO1: Assessment of Choices	
1.1. Demonstrate competencies in Business Construction Model & Decision- Making Model 1.2. Demonstrate competencies in evaluation of each of the alternatives	1.1.1. Ability to take up analytical approach for problem solving, 1.1.2. Ability to take into consideration minute details and factors that influences a business. 1.1.3. Ability to weigh the pros and cons of each of the alternatives or options available to a functional area of a business.
Competency	Indicators
PO 3 : Decision Making Skills	
3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1. Capability of implementation of a decision after proper assessment. 3.1.2. Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use) 3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
Competency	Indicators
PO5: Team Work	
5.1. To understand Group Formation and Group Cohesiveness	5.1.1. Ability to understand the objective of the group and deciding a common goal.

5.2. To be able to demonstrate the importance of adjustment and the importance of concentrating other group members' opinion.	5.2.1. The ability to apply the behavioral science when functioning within the group.
PO6: Integration of Functions	
6.1. Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers.

Submitted by : Dr. Soumik Gangopadhyay

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA(MM)604					
Course title	Rural Marketing & Digital Innovation					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	1		0	4	6 th
Pre-requisite (if any)						

Course Objectives:

1. To sensitize the students towards the Agriculture and Rural Marketing environment so as to help them in understanding the emerging challenges in the Global Economic Environment
2. To familiarize the students with the basic concepts of Rural Marketing,
3. To make the students aware of nature of the Rural Consumer
4. To give insights of marketing of agricultural inputs and produce.

Course Outcomes:

CO1: Able to understand the importance of Rural Markets

CO2: Able to sensitize to the needs and behavior of consumers and channels

CO3: Able to utilize the understanding on peculiarities of rural markets, channels and competition in marketing decision making

CO4: Able to understand the Rural Market Segmentation and Rural Products & Expose the students to Rural Market Distribution and services

Module	Topic/Module	Text Book as per Syllabus	CO
Understanding Rural Marketing	Rural Marketing: Definition, Nature, Scope and importance distinction between marketing, selling distribution and evolution of market components and classification of market , classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural market index, problems in rural marketing. Five Ps, Marketing goals, marketing practices, challenges in Indian Rural Marketing.	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO1

	Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and prepurchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty. Researching Rural Market: Sensitizing rural market.		
Managing Entrepreneurship Initiative in Rural Market	<p>Corporate sector in Rural Market: Reasons for increased interest of corporate sector in agribusiness, opportunities, in the agri-business, benefits of corporate driven agri-business system involvement of corporate sector in agri-business: select case studies. Digitalizing the Indian rural markets-e-rural marketing: select live case studies-ITC e-choupal, TARA haat, EID Parry's India agriline, Kandhamal Apex Spices Association for Marketing(KASAM)Practical Components:</p> <p>Rural Entrepreneurship: Meaning, concept, need, Evaluation of Entrepreneurship in India, role of entrepreneurship in economic development, Rural Infrastructure and industrialization, progress and problem of rural industrialization in Indian Rural Approach, role of entrepreneurship in economic development.</p> <p>Rural Tourism: Introduction to tourism, types of tourism, tourism & sustainable development, sustainable tourism, rural tourism. Rural Tourism in India, its scope & importance, rural society of India, cultural aspects of India & tourism, Models of sustainable tourism in India, Rural Tourism components & types of rural tourism.</p>	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO2
Managing Strategies for Rural Market	<p>Product strategy for rural markets: Concept and significance. Product mix and product item decisions. Competitive product strategies,</p> <p>Pricing strategy in rural marketing: Concept, Significance, Objectives, Policy and strategy.</p> <p>Promotion & communication towards rural audience: Exploring media, profiling target audience, designing right promotion strategy and campaigns.</p> <p>Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience, Determining communication objectives, designing the</p>	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO3

	<p>message, selecting the communication channels, deciding the promotion mix, Creating advertisement for rural audiences rural media- Mass media, Non-Conventional Media, Personalized media, Rural Media: The importance of the two-step flow of communication Media Typology, The Media Model, Media innovation, Influence of Consumer Behaviour on Communication strategies</p> <p>Distribution Strategy in rural market: Rural distribution – channels, old setup, new players, new approaches, coverage strategy. Introduction Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel, Prevalent Rural Distribution Models- Distribution Models of FMCG Companies, Distribution Model of Durable Companies, Distribution of fake products, Emerging Distribution Models- Corporate –SHG Linkage, Satellite Distribution, Syndicated Distribution, ITC's Distribution Model, Petrol pumps and Extension counters, Barefoot agents, Agricultural agents, Agricultural input dealers, Other channels, Ideal distribution model for Rural market.</p>		
Managing Innovative Technologies for Rural Development	<p>Vermi Technology: Earthworm classification, Species, External and internal features of verms, Use of earthworms, vermicomposting materials, requirement of vermiculture and vermicomposting, Factors affecting earth worm's growth, Types of vermicomposting, methods of vermicomposting, Harvesting and storage of vermicompost, advantages of vermicompost, Use and benefits of Vermicompost, Effect of vermicompost on plants, chemical composition of vermicompost, vermiwash (worm-tea), Chemical composition of vermiwash, Use and advantages of vermiwash.</p> <p>Biocomposting: methods of biocomposting, decomposition process, difference between biocompost and Farm yard manure (FYM), Materials used in biocompost, advantages of biocompost. Precaution needed for compost preparation.</p> <p>NADEP Compost: Preparation of NADEP compost, construction and design of Nadeb compost tank, Material use for preparation of Nadeb compost, Substrate use for the production of compost.</p> <p>Organic Farming: Definition, its components, importance and certification.</p>	Rural Marketing 3/e by Pradeep Kashyap, Pearson India	CO4

Text Book:

- Rural Marketing 3/e by Pradeep Kashyap, Pearson India

Reference:

- Case in Rural Marketing an Integrated Approach: CSG Krishnamacharyulu, Lalitha Ramakrishnan, Dorling Kindersley (India), Pvt. Ltd.
- Rural Marketing: R.V. Badi, N.V. Badi, Himalaya Publishing House, Ramdoor, Dr. Bhalerao Marg, Girgaon, Mumbai-400004.

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(MM)_605_1	3	2	2	1		2		2
BBA(MM)_605_2	2	2	2	3		2		3
BBA(MM)_605_3	3	2	3	3		2		2
BBA(MM)_605_4	3	3	3	2		3		3

3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.

Competency	Indicators
1.1 Demonstrate awareness and an appreciation of the importance of the Rural Marketing to the sustainability of an enterprise.	1.1.1 Apply knowledge of the Rural Marketing in a rapidly changing business landscape. 1.1.2 Apply the knowledge of the Rural Marketing to integrate technical, economic, social and regulatory frameworks for the sustainability of an enterprise.

PO 2: Students will be able to apply their conceptual understanding of marketing, finance and human resources in Rural strategy development.

Competency	Indicators
2.1 Demonstrate a basic understanding of rural consumer behavior Demonstrate an awareness of the importance of studying the behavior of rural consumer..	2.1.1 Learn the key elements of conceptual understanding to behavioural pattern of rural consumer 2.1.2 Develop the effective decision-making

	skills, employing analytical and critical thinking ability for planning, development and management of rural consumer decision making pattern.
PO 3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business. 3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.1. Capability of implementation of a decision after proper assessment. 3.1.2. Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use) 3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 4: Students will be able to integrate functional areas of rural marketing for planning, implementation and control of business decisions in rural areas	
Competency	Indicators
4.1 Demonstrate an understanding of the principles underlying the requirements of rural areas for planning and develop strategies for rural market.	4.1.1 Identify the relationship of the various strategic practices for the development of rural market; 4.1.2 Obtain an understanding of strategic practices in organizations and how strategic practices facilitate organizational effectiveness.
PO6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstrate an understanding of the application of innovative technologies for rural development	6.1.1 Identify the application of innovative technologies and basics of managing technologies in various demand settings for the digitization of rural market. 6.1.2 Understand innovative technologies and the evolution of practice; assess the relationship between innovative technologies and rural development for the capacity development

	in the rural areas.
PO8: Students will develop the capability to demonstrate increased level of sensitivity towards areas that require ethical and moral addressing during the course of business.	
Competency	Indicators
8.1. To demonstrate the ability to identify the moral dilemma in CRM.	8.1.1. The ability to identify the confusion or the dilemma that is in existence in the context of application of CRM.
8.2. Demonstration of the ability to solve the moral dilemma in CRM.	8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society in broad organization.

Submitted by :

Dr. Dipak Saha

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA(HR)602					
Course title	ORGANISATIONAL DEVELOPMENT					
Scheme and Credits	L	T	P	S	Credits	Semester-
	4	0	0	0	4	6th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the concept and importance of Organisation Development.
2. To enable students to study the concept of Organisation Development, Models, Process and Intervention also enable them to understand their importance
3. To enable students to understand the importance of Organisation Development, Lewin Model of Change, Change Management Model and their importance in organizational and personal life
4. To enable students to understand and apply their knowledge of Organisation Development Intervention in the different fields of Management.

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Organisation Development and its importance in the practical world

CO 2: Students will be able to identify, define and solve Organisation Development related problems with the concept of change management and other areas

CO 3: Students will understand the contemporary Organisation Development issues and will get some wider exposure with respect to process, intervention etc.

CO 4: Ensuring overall development of students by enabling them to understanding the concept of Organisation Development and interventions and also helping them in understanding their application.

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.	Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.	CO1
Module 2	OD Models - Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and Team Work.	Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.	CO2
Module 3	OD Process - The Six Box Model, Third wave consulting, Phases of OD Programs, Change Management Models, The Generic Parallel Learning Structure Intervention Process, Steps to Transforming an Organization.	Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.	CO3
Module 4	OD Intervention - Factors to Plan and Implement OD, Results of OD Interventions, Classification of OD Interventions. OD Consultation: Process Consultation, Coaching and Counseling Interventions. Team Building: Gestalt Approach to Team Building, Techniques in Team Building	Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.	CO4

Recommended Books:**Text Book:**

1. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.

References:

1. Kavitha Singh, "Organization Change & Development", 2005, Excel Books
2. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development-Intervention and Strategies", 2006, Response Books

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR) 603 CO1		3	2			3	2	
BBA (HR) 603 CO2		3	3			3	2	
BBA (HR) 603 CO3		3	2			3	2	
BBA (HR) 603 CO 4		3	3			2	3	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world

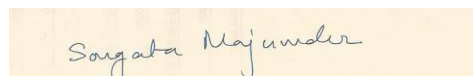
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business

PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability

Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)

PO 6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
PO 7 : Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : 1. SOUGATA MAJUMDER



2. Dr. SAIKAT CHAKRABARTI

(Name)_____
(Signature& Date)

Received by :

(HOD)_____
(Signature& Date)

Course code	BBA(HR)603					
Course title	Industrial Relations					
Scheme and Credits	L	T	P	S	Credits	Semester-
	4	0	0	0	4	6th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the concept and importance of Industrial Relations
2. To enable students to study the concept of Trade Unionism and Legal Frame work and Laws related to Standing Order Act, 1946 : their provisions and importance
3. To enable students to study the concept and importance of Positive and Negative Discipline
4. To enable students to study the concept of Management of Discipline and Grievance Management

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Industrial Relations and its importance in the practical world

CO 2: Students will be able to deal with Trade Unions and Legal issues mainly with the Standing Order Act, 1946 and can solve problems with the concept of the same

CO 3: Students will understand the contemporary issues related to Positive and Negative Discipline and may apply their knowledge in practice

CO 4: Ensuring overall development of students by enabling them to understanding the concept of Management of Discipline and Grievance Management

Course content:

Modules	Topic	Text Book as per Syllabus	CO
Module 1	Industrial Relations: Overview, Objectives of IR, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Major Factors Influencing Industrial Relations Concept of Discipline, Deviations in Work Behaviour Hot Stove Rule, Types of Discipline	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxman	CO1
Module 2	Trade Unionism: Growth of Trade Unionism, Structure of Trade Unionism, Trends in Industrial Disputes Industrial Disputes Settlement machinery under ID Act, Collective Bargaining Worker's Participation in Management Labour Welfare, Industrial Employment (Standard Orders) Act, 1946, Principles of Natural Justice	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO2
Module 3	Positive Discipline Counseling-Approaches, Problems of Positive Discipline Negative Discipline Act of Indiscipline or Misconduct Cause of indiscipline & Misconduct Principles for Maintenance of Discipline Basic Ingredients or Guidelines of a Disciplinary Action Warning (Verbal/Written) Charge Sheet Domestic Enquiry	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO3

Module 4	Management of Discipline Discipline Authority Punishment & Penalties Handling Court cases Grievance Management Causes and Effects, Need for Grievance Procedures, Discovery of Grievance Procedures, Essential Pre requisites of Grievance Procedure, Steps in the Grievance Procedure, Model Grievance Procedure, Grievance, Management In Indian Industry, Guidelines for Handling Grievances.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO4
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Recommended Books:

Text Book:

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
3. Agarwal, S.L. : Labour Relations in India, McMillan
4. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR's Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)605 CO1		3	2			2	2	
BBA(HR)605 CO2		3	3			2	3	
BBA(HR)605 CO3		3	2			3	3	
BBA(HR)605 CO4		3	3			3	2	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world

Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political & technological environment.
PO 7 : Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators

7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga

(Name)_____
(Signature& Date)

Received by :

(HOD)_____
(Signature& Date)

Course code	BBA(HR)604
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Course title	HRM Practices and Labour Laws					
Scheme and Credits	L	T	P	S	Credits	Semester-
	3	0	1	0	4	6th
Pre-requisite (if any)	Basic knowledge of Human Resource Management					

Course Objectives:

1. To enable the students to understand the concept, importance and practical application of different Human Resource Management practices.
2. To enable students to study the concept of Legal Framework and Laws related to Establishment: their provisions and importance
3. To enable students to study the concept of Laws related to Industrial Relations: their provisions and importance
4. To enable students to study the concept of Laws related to Wages and Social Security: their provisions and importance

Course Outcome:

CO 1: Students will be able to understand the fundamental concept of Human Resource Management Practices and its importance in the practical world

CO 2: Students will be able to identify, define and solve Legal issues mainly Laws related to Establishment and can solve problems with the concept of different provisions of the labour laws

CO 3: Students will understand the contemporary issues related to Laws under Industrial Relations and will get some wider exposure

CO 4: Ensuring overall development of students by enabling them to understanding the concept of Laws related to Wages and Social Security which will also help them in understanding the application of labour laws

Course content:

Modules	Topic	Text Book as per Syllabus	CO

Module 1	HRM Practices : Concept of Skill Inventory and Practical Preparation of Skill Inventory, Preparation of Replacement Chart and its application, Common mistakes of Campus Recruitment, Evaluation of source of recruitment - Time Lapse Data (TLD), Yield Ratio, Yield Pyramid, Questions to be addressed while hiring people, Recruitment of trainees: expectation of companies, Skills recruiters want, Preparation of Application Blank, Difference between Work Sample Method and Assessment Centre Method, Concept of Leadership Group Discussion (LGD), In Basket Method, Designing business games to develop team cohesiveness, Preparation of Model Appointment Order, Preparation of Exit Interview Questionnaire, Model form for conducting training need assessment, Preparation of training schedule and training calendar. Preparation of training reaction questionnaire.	Human Resource Management Text and Cases: V.S.P. Rao, Excel Books	CO1
Module 2	Legal Framework: Importance of Labour Law, Objectives of Labour Law, Principles of Labour Law in India. ILO: Concept, Objective, Principles, Functional Area of ILO Laws relating to Establishment: Factories Act, 1948 , Shops & Establishment Act	Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO2

Module 3	Laws relating to Industrial Relations : Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947	Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO3
Module 4	Laws relating to Social Security – Employees’ Compensation Act, 1923; Employees’ State Insurance Act, 1948, Maternity Benefit Act, 1961	Labour Law in Factories, Mines, Plantations etc.: Srivastava, S.C., Prentice Hall Labour Relations in India: Agarwal, S.L., Mc Millan Publication Labour Laws: Taxmann	CO4

Recommended Books:**Text Book:**

1. Human Resource Management Text and Cases: V.S.P. Rao, Excel Books
2. Srivastava, S.C. : Labour Law in Factories, Mines, Plantations etc., Prentice Hall
3. Agarwal, S.L. : Labour Relations in India, McMillan
4. Labour Laws: Taxmann Publications

References:

1. Pathak, A : Legal Aspects of Business, Tata McGraw Hill
2. Samant, S.R. & Dongle, B.N. (eds). CLR’s Yearly Labour Digest, Dwivedi
3. Labour Laws in India : P.L. Malik

CO-PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(HR)605 CO1		3	3			2	3	
BBA(HR)605 CO2		3	3			3	2	
BBA(HR)605 CO3		3	3			2	3	
BBA(HR)605 CO4		3	2			3	2	

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 2 : Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving	2.1.1 Ability to contribute towards problem solving methods 2.1.2 Understanding a problem or issue belong to which of the specialized areas Finance, HR or marketing
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business	2.2.1 To be able to identify the different factors that influence the business
PO 3 : Students will develop decision making skills with the help of analytical and critical thinking ability	
Competency	Indicators
3.1 To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1 Capability of implementation of a decision after proper assessment 3.1.2 Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
3.2 To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problems	3.2.1 Reaching to a solution and evaluating it after observing the changes (Case study method can be implemented)
PO 6 : Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.1. Continuation of Professional development and observation skills. 6.1.2. using rational approach towards an issue.
6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.2.1. Ability to study the changes in preferences of customers. 6.2.2. Study in the changes in political &

	technological environment.
PO 7 : Students will develop deployable skills parallel to the chosen functional/specialized area.	
Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1 Acknowledgement of the existence of a problem 7.1.2 deciding the overall nature of the problem and its minor details.
7.2 Demonstrating the ability to apply the learned skill set as when required.	7.2.1. Ability to implement the required knowhow as when necessity arises.

Submitted by : Dr. Saikat Chakrabarti

&

Prof. Lavanya Deepika Tigga

(Name)_____
(Signature& Date)

Received by :

(HOD)_____
(Signature& Date)

Course Code	BBA(FM)602					
Course Title	Indirect Taxation & Tax Planning <u>Contents</u> Fundamentals of Individual Taxation and Deduction.					
Scheme and Credits	L	T	P	S	Credits	Semester
	0	4	0	0	4	VI
Pre-requisite (if any)	Basic knowledge of Commerce					

Modules	Serial of Modules	Text Book as per Syllabus	CO
Central Sales Tax & Central Excise	d. Definitions, incidence and levy of tax, exemptions and exclusions, forms under CST, determination of turnover and tax payable, registration of dealers. e. Basic concepts, conditions and taxable event for levy of excise duty, Goods and excisable goods, Manufacture and deemed manufacture, Definitions of factory, broker or commission agent, wholesale dealer, sale or purchase, valuation – MRP, transaction value.	<ul style="list-style-type: none"> Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. 	CO1
West Bengal Value Added Tax	f. Concepts and general principles, features, advantages and disadvantages, definitions, incidence and levy of tax, Rates of VAT, Calculation of VAT liability, Input tax credit (including on Capital goods), small dealers and composition scheme, registration of dealers, cancellation of registration certificate.	<ul style="list-style-type: none"> Singhanian V.K. and Singhanian K, Direct Tax Law and Practice, Taxmann. Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. 	CO2

Goods and Services Tax	<p>a. CGST/SGST - Important terms and definitions under Central Goods and Service Tax Act, 2017 and State Goods and Service Tax Act, 2017, Basic of GST, Meaning and scope of supply, Levy and collection of tax.</p> <p>b. CGST/ SGST - Time and Value of Supply of goods and / or services, Input Tax Credit, Transitional Provisions, Registration under CGST/SGST Act, Filing of Returns and Assessment, Payment of Tax including Payment of tax on reverse charge basis, Refund under the Act.</p>	<ul style="list-style-type: none"> • Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. • Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. 	CO3
Tax Management & Planning	<p>c. Provision for Filing of Return: Date of filing of return, relevant forms of return, different types of returns, return by whom to be signed, PAN, TAN.</p> <p>d. Assessment of Return: Self-assessment u/s 140A, Summary assessment u/s 143(1).</p>	<ul style="list-style-type: none"> • Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann. • Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern. 	CO4

Course Outcome:

1. To make the students understand the basic concepts, definitions and terms related to Individual taxation.
2. To make the students understand the concept of different tax of transferring commodities and the scope of total benefit for an assessee from different kinds of incomes.
3. To make students understand the concept of recently implemented goods and services taxes in India.
4. To make the students determine the net total taxable income of an assessee after reducing the deductions from the gross total income earned the components of filing of return and the assessment of return.

Recommended Books:

- Sengupta, C.H., Direct & Indirect Taxes, Dey Book Concern.
- Singhanian V.K., and Singhanian K, Direct Tax Law and Practice, Taxmann.
- Lal and Vashist, Direct Taxes, Pearson.
- Ahuja and Gupta, Direct Taxes Law And Practice, Bharat.

CO & PO Mapping:

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM) 603 - CO1		3	2			1	2	
BBA(FM) 603 - CO2		2	3			2	3	
BBA(FM) 603 - CO3		3	2			2	2	
BBA(FM) 603 - CO4		3	3				2	2

*3= Strong 2=Average 1=Weak

PO & PI Mapping:

PO 2: Identification of the Nature of a Problem Area	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving. 2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.1 Ability to contribute towards problem solving methods, 2.1.2 understanding a problem or issue belong to which of the specialized areas- Finance, HR or marketing. 2.2.1 To be able to identify the different factors that influence the business.
PO 3: Decision Making Skills	
Competency	Indicators
3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1. Capability of implementation of a decision after proper assessment. 3.1.2. Follow up the changes that are occurring due to the implementation (situation analysis methods can be of use)
PO 6: Integration of Functions	
Competency	Indicators
6.1 Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps. 6.2 Demonstrate the identification of changing trends in a business and operation of the functional areas accordingly.	6.1.1. Continuation of Professional development and observation skills, 6.1.2. Using rational approach towards an issue. 6.2.1. Ability to study the changes in preferences of customers and 6.2.2. Study in the changes in political & technological environment.
PO 7: Deployable Skill set	

Competency	Indicators
7.1 Demonstrating the ability to identify the nature of a problem appearing during the course of business. 7.2 Demonstrating the ability to apply the learned skill set as when required.	7.1.1 Acknowledgement of the existence of a problem, 7.1.2 Deciding the overall nature of the problem and its minor details. 7.2.1. Ability to implement the required knowhow as when necessity arises.
PO 8: Moral Sensitivity	
Competency	Indicators
8.1 To Demonstrate the ability to identify that there is a moral dilemma. 8.2 Demonstration of the ability to solve the moral dilemma.	8.1.1. The ability to identify the confusion or the dilemma that is in existence 8.2.1. Ability to select the best path that will serve to a bigger interest of the stakeholders and the society

Submitted by : Prof. Arkaprava Chakrabarty

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA (FM)603					
Course title	Management Accounting					
Scheme and Credits	L	T	P	S	Credits	Semester-
		4		0	4	6th
Pre-requisite (if any)						

Course Objectives:

- To develop an understanding of how key decisions are taken by the management for efficient utilisation of its resources.
- To understand the relationship between operations and other strategic management decisions.
- To understand the present performance level of a business and plan for the future.
- To understand relevant cost analysis, take make or buy decisions and control costs.

Course Outcomes

CO1: Students will be able to demonstrate progressive learning of various tools used to analyse the financial position of a firm.

CO2: Students will demonstrate progressive skills of managerial decision making with the help of ratio analysis and cash flow statement.

CO3: Students will learn relevant managerial accounting career skills and will help them to take futuristic decisions for the business, prepare budgets and take corrective actions when required.

CO4: Students will be able to analyse the performance of the business, do comparative analysis with competitors, take make or buy decisions and employ financial technique which will help a business to grow in the present scenario.

Module	Topic/Module	Text Book as per Syllabus	CO
1	Meaning, nature, scope and functions of management accounting; Role of management accounting in decision making; Management accounting vs financial accounting; Tools and techniques of management accounting.	Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill, Bhabatosh Banerjee, Financial Policy & Management Accounting	CO1
2	Financial Statements : Meaning and types of	Bhabatosh Banerjee, Financial	CO2

	financial statements; Limitations of financial statements; Objectives and methods of financial statements analysis; Ratio analysis; Classification of ratios – Profitability ratios, turnover ratios, liquidity ratios, turnover ratios; Advantages of ratio analysis; Limitations of accounting ratios. Cash flow statement.	Policy & Management Accounting, Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill,	
3	Budgeting for Profit Planning and Control : Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Fixed and flexible budgeting; Control ratios; Zero base budgeting; Responsibility accounting; Performance budgeting.	Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill,	CO3
4	Absorption and Marginal Costing : Marginal and differential costing as a tool for decision making – make or buy; Change of product mix; Pricing; Break-even analysis; Exploring new markets; Shutdown decisions.	Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill	CO4

Recommended Books:

Text Book:

1. Khan M.Y. and Jain P.K. : Management Accounting; Tata McGraw Hill,

References:

1. Bhabatosh Banerjee, Financial Policy & Management Accounting.
2. Kaplan R.S. and Atkinson A.A. : Advanced Management Accounting; Prentice Hall of India.

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM)-604_1	3	2	1			3	2	2
BBA(FM)-604_2	2	3	3			2	2	1
BBA(FM)-604_3	2	3	3			3	2	2
BBA(FM)-604_4	3	3	3			2	3	1

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.2. Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available in the financial area of a business.
PO 2: Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1. Ability to contribute towards problem solving methods.
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.2. Understanding a problem or issues belong to the specialized areas- Finance. 2.2.1. To be able to identify the different factors that influence the business.
PO 3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1. Capability of implementation of a decision after proper assessment.
3.2. To be able to demonstrate the optimal solution or close to an optimal solution to a given managerial problem.	3.1.2. Follow up the changes that are occurring due to the implementation. 3.2.1 Reaching to a solution and evaluating it after observing the changes
PO 6: Students will be able to integrate functional areas of management for planning, implementation and control of business decisions.	
Competency	Indicators
6.1. Demonstration of the ability to identify gaps in a business strategy, and to be able to close these gaps.	6.1.2. Using rational approach towards an issue.
6.2 Demonstrate the identification of	6.2.1. Ability to study the changes in the

changing trends in a business and operation of the functional areas accordingly.	financial sectors
PO 7: Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1. Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1. Acknowledgement of the existence of a problem. 7.1.2. Deciding the overall nature of the problem and its minor details and arriving at strategic decisions.
PO 8: Students will develop deployable skills to the chosen functional/ specialized area to demonstrate increased level of sensitivity towards areas that require during the course of business.	
Competency	Indicators
8.1 Demonstrate an understanding of the principles underlying financial planning, and develop a moral approach towards financial planning and implementation	8.1.1. The ability to identify a confusion regarding financial planning and sorting it out keeping the moral approach in mind.

Submitted by : Prof. Ajanta Ghosh

(Name)

(Signature & Date)

Received by :

(HOD)

(Signature & Date)

Course code	BBA (FM) 604					
Course title	Auditing and Assurance					
Scheme and Credits	L	T	P	S	Credits	Semester-
		4		0	4	6th
Pre-requisite (if any)						

Course Objectives:

1. To develop an overview of auditing, process of auditing, functions of auditing.
2. To develop an understanding of the means and ways of analysing the true and fair view of the financial statements.
3. To understand and check internal control over financial reporting, compliance of policies and compliance of legal aspects.
4. To understand the new areas of auditing which have become important in the present business world.

Course Outcomes:

- CO1: Students will be able to demonstrate progressive learning of how and why audit is necessary in the business worlds.
- CO2: Students will be able to demonstrate progressive auditing techniques of how to examine the financial statements and develop an idea about the business's transparency in its activities.
- CO3: Students will learn relevant check for internal control and compliance of policies.
- CO4: Students will be able to develop a fair idea about the new areas of auditing which have been give importance in the modern-day world.

Module	Topic/Module	Text Book as per Syllabus	CO
1	Introduction to audit, definition, difference between book keeping, accountancy and auditing, objects of an audit, location of error, detection and prevention of frauds, different classes of audit. Auditor, audit functions of an auditor. Types of audit	Tandon et al, Practical Auditing, S.Chand	CO1
2	Audit procedures and techniques, Competence, independence and confidentiality, generally accepted	Tandon et al, Practical Auditing, S.Chand	CO2

	auditing practices, audit evidence, auditing in depth, test check, auditor, audit techniques		
3	Audit planning and audit control. scope of audit of financial statements. internal audit, internal control	Tandon et al, Practical Auditing, S.Chand	CO3
4	New areas of auditing-Cost audit, management audit, operational audit, performance audit, social audit, green environment audit	Tandon et al, Practical Auditing, S.Chand	CO4

CO-PO Mapping:

Course Outcomes	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
BBA(FM)-604_1	3	2	1				2	2
BBA(FM)-604_2	2	3	3				2	1
BBA(FM)-604_3	2	3	3				2	2
BBA(FM)-604_4	3	3	3				3	1

3= Strong 2=Average 1=Weak (Kindly mention the Number only)

PO & PI Mapping:

PO 1: Students will develop the capability to assess alternate managerial choices and come up with optimal solutions.	
Competency	Indicators
1.2. Demonstrate competencies in evaluation of each of the alternatives	1.2.1 Ability to weigh the pros and cons of each of the alternatives or options available in the financial area of a business by comprehending the means and ways of auditing.
PO 2: Students will be able to apply their conceptual understanding of marketing, finance and human resources in the real world.	
Competency	Indicators
2.1. Demonstrate an ability to identify an area that requires problem solving.	2.1.1. Ability to contribute towards problem solving methods with the help of auditing techniques.
2.2 Demonstrate an ability to assess the business environment and understand their impact on the business.	2.1.2. Understanding a problem or issues belong to the specialized areas- Finance. 2.2.1. To be able to identify the different

	factors that influence the business and compliance rules
PO 3: Students will develop decision making skills with the help of analytical and critical thinking ability.	
Competency	Indicators
3.1. To be able to demonstrate the different aspects that can get influenced by the decision taken within the business.	3.1.1. Capability of implementation of a decision after proper assessment. 3.1.2. Follow up the changes that are occurring due to the implementation.
PO 7: Students will develop deployable skills parallel to the chosen functional/ specialized area.	
Competency	Indicators
7.1. Demonstrating the ability to identify the nature of a problem appearing during the course of business.	7.1.1. Acknowledgement of the existence of a problem while auditing the books of accounts
PO 8: Students will develop deployable skills to the chosen functional/ specialized area to demonstrate increased level of sensitivity towards areas that require during the course of business.	
Competency	Indicators
8.1 Demonstrate an understanding of the principles underlying auditing, and develop a moral approach towards financial planning and implementation	8.1.1. The ability to identify a confusion regarding financial planning and sorting it out keeping the moral approach in mind and formulating ide about the new branches of auditing

Submitted by : Prof. Ajanta Ghosh

(Name)_____
(Signature & Date)

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(HOD)_____
(Signature & Date)

